

N-3106

COURSE CODE

205411/ 205511/
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ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
First Year - First Semester
COMMON FOR (MBA (G/FM/LM/T/HRM))
MANAGEMENT PRINCIPLES AND PRACTICES
(CBCS - 2020/2025-26 onwards)

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. The _____ to management emphasizes on the fact that management is a highly practice-oriented and action-packed discipline.

(a) Systems approach	(b) contingency approach
(c) classical approach	(d) Decision approach

2. The external environment can be divided into two levels, namely, the “macro-environment” and the “task environment”. Which among the following is a macro-environment factor?

(a) political	(b) Suppliers
(c) Competitors	(d) customers

3. The actions of management should contribute to: i) The achievement of purpose and mission of the institution. ii) Make the work productive and the worker achieving. iii) Effective management of social responsibilities. These three basic functions of management were pointed out by,

(a) Fayol	(b) Urwick
(c) Koontz	(d) Drucker

4. Hawthorne experiment was conducted in _____.

(a) Western electric company	(b) JP Morgan chase
(c) DuPont	(d) Baker’s chocolate

5. The _____ of an organization is the very reason for its existence.

(a) Vision	(b) Goals
(c) Mission	(d) Strategy

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6. Management by objectives was first described and advocated by Peter Drucker in _____.
- (a)1954 (b)1958
(c)1960 (d)1962
7. A _____ refers to a prescribed process in which a particular operation of a task is to be carried out. It specifies the most efficient way of performing different steps in a task.
- (a)method (b)Rule
(c)Project (d)Budget
8. A _____ is a single-use plan which is part of a general programme. It is defined as any scheme or a part of a scheme for investing resources, which may be analysed and evaluated as an independent unit.
- (a)Budget (b)Strategic plan
(c)Project (d)None of the above
9. “An organization is, a system of consciously coordinated activities or efforts of two or more persons.” This famous definition was given by,
- (a)Zamnuto (b)Bedeian
(c)Max weber (d)Chester Bernard
10. An _____ refers to the shared attitude and perceptions in an organization that are based on a set of fundamental norms and values and help members understand the organization.
- (a)Organizational climate (b)Organizational goal
(c)Organizational culture (d)Vision

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11. The functional design of departmentation is also known as a U-form organization and it groups positions into departments according to their main functional areas. Her 'U' stands for,
- (a)Unity (b)Upper level
(c)Unique (d)Uninterrupted
12. Which theory says that it is not necessary that each and every individual should have the formal authority, meaning thereby that personal qualities or technical expertise of an individual also flow as an order wherever necessary?
- (a)Formal authority theory (b)Acceptance authority theory
(c)Competence theory (d)None of the above
13. We can identify _____ career stages that most people will go through during their adult years, regardless of the type of work they do.
- (a)Three (b)Four
(c)Five (d)Seven
14. 'Ink blot tests' are a kind of _____ tests used in selection process.
- (a)personality (b)Intelligence
(c)Performance (d)Medical
15. The first three levels of needs at the bottom of the Maslow's need hierarchy are known as _____ needs.
- (a)Basic (b)Essential
(c)Deficiency (d)High order

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16. The porter lawler model is based on the _____ but it is more complex in a number of ways.
- (a) Maslow's theory
(b) Vroom's model
(c) Herzberg's theory
(d) Theory Z
17. The path-goal theory of leadership, as proposed by
- (a) House and Mitchell
(b) Victor and Cullen
(c) Carroll
(d) Welles
18. _____ leadership is more about 'managing' by helping organizations achieve their objectives more efficiently and by linking job performance to valued rewards.
- (a) Transformational
(b) Tactical
(c) Transactional
(d) Autocratic
19. Transactional analysis (TA) is regarded as one of the most promising breakthroughs in psychiatry in many years. It was originally constructed by,
- (a) Sigmund Freud
(b) Eric Berne
(c) Thomas A. Harris
(d) Gantt
20. The _____ state refers to the rational part of the human personality. Problem-solving and decision-making under this state are done on the basis of a careful assessment of factual data.
- (a) Child
(b) Parent
(c) Adult
(d) Little professor

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21. _____ refers to a situation where the output of one department becomes the input of the other. This type of interdependence usually exists in the process industry.

(a) Pooled Interdependence

(b) Sequential Interdependence

(c) Reciprocal Interdependence

(d) Performance interdependence

22. _____ norms exist as written rules and procedures for all employees to adhere to.

(a) Functional

(b) Dysfunctional

(c) Formal

(d) Informal

23. _____ reflects an individual's understanding of the control they have over life's events.

(a) Ego strength

(b) Field dependence

(c) Locus of control

(d) Values

24. _____ believe that there are nine ethical climates within an organization.

(a) Victor and Cullen

(b) Carroll

(c) Welles

(d) Bylinsky

25. PERT stand for Program Evaluation and Review Technique. It was developed by,

(a) British Navy

(b) Indian Navy

(c) German Navy

(d) U.S. Navy

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26. _____ controls are also known as pre-controls and are basically preventive in nature.
- (a)Feedback (b)Concurrent
(c)Feedforward (d)Managerial
27. Six Sigma is a quality metric that counts the number of defects per _____ opportunities (DPMO) at six levels. Here, M stands for
- (a)Maximum (b)Million
(c)Minimum (d)Modified
28. A scientific exercise of overhauling the process of doing business is called,
- (a)Six sigma (b)business process reengineering (BPR)
(c)Quality circle (d)TQM
29. _____ cites personality requirements and lists qualifications both physical and mental, necessary to perform the job properly.
- (a)Job analysis (b)Job description
(c)Job performance (d)Job specification
30. _____ is a type of leadership, in which the subordinates are consulted and their feedback is taken into the decision-making process.
- (a)Democratic (b)Autocratic
(c)Tactical (d)Free reign

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31. _____ is a systematic, organized and written statement of 'who does what, when, where, how and why,' and is a tangible outcome of job analysis.
- (a) Job analysis (b) Job description
(c) Job performance (d) Job specification
32. The Gantt chart, was a chart on which the process of work could be recorded, which was a forerunner of today's _____.
- (a) PERT (b) CPM
(c) Fishbone diagram (d) Motion study
33. A _____ leader changes the situation for the better, develops followers into leaders and inspires people by providing an energizing vision and high ideal for moral and ethical conduct.
- (a) Transformational (b) Tactical
(c) Transactional (d) Autocratic

PART - B

(7 X 6 = 42)

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

34. (a) Describe the evolution of management thought.
- [OR]
- (b) Explain the Henry Fayol's 14 principles of management.
35. (a) Discuss in detail about the concept of Management by Objectives (MBO).
- [OR]
- (b) Enumerate the types of decision making.
36. (a) Explain the classifications of organization.
- [OR]
- (b) Describe about the formal and informal groups in organizations.
37. (a) Define the term recruitment. Enumerate the various sources of recruitment.
- [OR]
- (b) Write in brief about the Maslow's theory and Herzberg theory in motivation.
38. (a) Explain the transactional and transformational leadership styles.
- [OR]
- (b) Discuss the process of communication.
39. (a) Describe the techniques of effective coordination in the organization.
- [OR]
- (b) Explain the role of organization culture in the ethics.
40. (a) Write a detailed note on integrated control.

[OR]

(b) Briefly describe the following terms: i) Strategic alliance ii) six sigma iii) core competence.

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ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
First Year - First Semester
COMMON FOR MBA (G)/ FM/ LM/ T/ HRM
ORGANISATIONAL BEHAVIOUR
(CBCS - 2020/2025-26 onwards)

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. The field of study that investigates the impact that individuals, groups, and structure have on behaviour within organizations is known as _____.

(a) Sociology	(b) Psychology
(c) Organisational Behaviour	(d) Anthropology

2. Which of the following is NOT considered a core discipline contributing to the field of OB?

(a) Psychology	(b) Sociology
(c) Physics	(d) Social Psychology

3. According to attribution theory, when everyone in a situation responds similarly, the behavior shows _____.

(a) Consensus	(b) Consistency
(c) Distinctiveness	(d) Similarity

4. The term for an individual displaying different behaviors in different contexts is _____.

(a) Continuity	(b) Flexibility
(c) Integrity	(d) Distinctiveness

5. The ability to perceive, understand, and regulate one's own and others' emotions is called _____.

(a) Intelligence Quotient	(b) Emotional Intelligence
(c) Social Awareness	(d) Self-Management

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6. Which component of attitude relates to the emotional or feeling segment?
- (a)Cognitive (b)Behavioural
(c)Affective (d)Evaluative
7. _____ process involves acquiring, enhancing, and using resources to achieve preferred outcomes in uncertain situations.
- (a)Learning (b)Organizational politics
(c)Motivation (d)Job satisfaction
8. The process by which individuals organize and interpret their sensory impressions to give meaning to their environment is:
- (a)Learning (b)Motivation
(c)Perception (d)Decision Making
9. What is an informal network that develops spontaneously between people?
- (a)Formal organization (b)Informal network
(c)Group norms (d)Organizational structure
10. Which is a non-task-related behavior that contributes to organizational effectiveness?
- (a)Organizational citizenship behaviour (b)Task performance
(c)Job description tasks (d)Formal rewards

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11. A power base that is dependent on fear of the negative results from failing to comply is _____
- (a)Reward Power (b)Coercive Power
(c)Expert Power (d)Referent Power
12. Influence derived from an individual's special skills or knowledge is:
- (a)Legitimate Power (b)Referent Power
(c)Reward Power (d)Expert Power
13. Activities that are not required as part of a person's formal role in the organization but that influence the distribution of advantages and disadvantages are _____.
- (a)Leadership (b)Power Tactics
(c)Organisational Politics (d)Conflict Management
14. An individual who is pragmatic, maintains emotional distance, and believes that ends can justify means is described as having a _____.
- (a)High Machiavellianism personality (b)Type A personality
(c)Proactive Personality (d)High-risk propensity
15. A process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about is _____
- (a)Politics (b)Power
(c)Conflict (d)Negotiation

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16. Conflict that supports the goals of the group and improves its performance is known as _____
- (a) Destructive Conflict (b) Dysfunctional Conflict
(c) Constructive Conflict (d) Intergroup Conflict
17. Which factor most directly affects the organizational climate?
- (a) Leadership style and communication (b) Market competition
(c) Global economic trends (d) Technological advancements
18. Effectiveness focuses on _____
- (a) Goal achievement (b) Productivity
(c) Power use (d) Group cohesiveness
19. Organizational culture helps to _____
- (a) Control (b) Coordinate
(c) Integrate groups (d) All of the above
20. Groupthink, a cultural phenomenon, is best described as _____
- (a) Open discussion (b) Critical thinking
(c) Unanimity overruling realism (d) Constructive conflict

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21. Non-verbal communication includes _____
- (a)Body language
(c)Facial expressions
- (b)Tone
(d)All of the above
22. Effective horizontal communication fosters _____
- (a)Department-level identification
(c)Cultural conflict
- (b)Organizational identification
(d)Redundancy
23. Making things different in an organization is the definition of _____
- (a)Organisational Development
(c)Organisational Culture
- (b)Organisational Change
(d)Organisational Dynamics
24. According to Kurt Lewin's model, the first step in the change process is_____.
- (a)Moving
(c)Changing
- (b)Refreezing
(d)Unfreezing
25. A key challenge of managing a culturally diverse workforce at the international level
- (a)Different communication styles
(c)Varying attitudes toward work and authority
- (b)Different values and norms
(d)All of the above

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26. In OB, Cultural Diversity primarily refers to _____.
- (a) Differences in employee age (b) Differences in employee personality
(c) Differences in race, ethnicity, gender, and national origin (d) Differences in departmental goals
27. A collection of planned change interventions, built on humanistic-democratic values, that seeks to improve organizational effectiveness and employee well-being is _____.
- (a) Organisational Change (b) Organisational Development (OD)
(c) Re-engineering (d) Strategic Management
28. _____ of the following is a common OD intervention.
- (a) Survey Feedback (b) Process Consultation
(c) Team Building (d) All of the above
29. An organization that has developed the continuous capacity to adapt and change is known as a _____.
- (a) Bureaucratic Organization (b) Mechanistic Organization
(c) Learning Organization (d) Centralized Organization
30. The primary role of an OD practitioner is to act as a _____.
- (a) Manager (b) Facilitator or Change Agent
(c) Supervisor (d) Financial auditor

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31. A key challenge to successful OD is _____

- (a)Lack of management support (b)Resistance to change
(c)Inadequate problem diagnosis (d)All of the above

32. Developing a 'Gender sensitive workplace' is an intervention aimed at _____

- (a)Promoting equality and reducing gender-based discrimination (b)Hiring only one gender
(c)Fulfilling legal quotas only (d)Separating workspaces by gender

33. The primary source of an organization's culture is often its _____

- (a)Employees (b)Customers
(c)Founders (d)Competitors

PART - B

(7 X 6 = 42)

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

34. (a) Discuss the various models of organisational behaviour. Which model do you think is most relevant today and why?

[OR]

(b) What is an attitude? Discuss the three main components of an attitude and explain the concept of organisational commitment.

35. (a) Explain the relationship between attitudes and behaviour. Under what conditions are attitudes most likely to predict behaviour?

[OR]

(b) Briefly explain the key processes of learning, motivation, and job satisfaction and discuss their relevance to overall organizational behaviour.

36. (a) Differentiate between a group and a team. Discuss the relevance of group dynamics and teamwork in modern organizations.

[OR]

(b) Discuss the limitations of using power in an organization. How can managers make effective use of their power?

37. (a) Elucidate some of the common techniques for managing political behaviour in an organization and discuss its overall impact.

[OR]

(b) Describe the five main conflict-handling intentions.

38. (a) Discuss the meaning of and approaches to achieving organizational efficiency, effectiveness, and excellence.

[OR]

(b) Explicate the impact of organizational culture on business strategies. Why is it often difficult to change an organization's culture?

39. (a) Explain the importance of non-verbal communication in business. Discuss different types of communication networks.

[OR]

- (b) Describe Kurt Lewin's three-step model for managing change with a suitable organizational example.

40. (a) Discuss the challenges an organization faces when managing global and cultural diversity at an international level.

[OR]

- (b) What is organisational development? Describe the typical process and key interventions of OD.

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M.B.A. DEGREE EXAMINATION, MAY 2026
First Year - First Semester
COMMON FOR M.B.A. (G/FM/LM/T/HRM)
MANAGERIAL ECONOMICS
(CBCS - 2020/2025-26 onwards)

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. The circular flow of economic activity describes the flow of:

(a) Goods and services only	(b) Money between households and firms
(c) Goods, services, and money between households and firms	(d) Resources from government to businesses

2. The relationship between economic theory and Managerial Economics is that _____.

(a) Managerial Economics rejects all economic theories	(b) Economic theory is not applicable to real-world business
(c) Managerial Economics provides a framework for applying economic theory to business problems	(d) Economic theory is only useful for macroeconomic analysis

3. A point inside the Production Possibility Curve (PPC) represents:

(a) Full and efficient utilization of resources	(b) An unattainable combination of outputs
(c) Inefficient use or underutilization of resources	(d) Economic growth

4. The principle a rupee today is worth more than a rupee tomorrow is the basis of _____.

(a) The law of demand	(b) The theory of production
(c) The concept of time value of money	(d) The paradox of value

5. The Equi-marginal principle states that a consumer maximizes utility by allocating income such that _____.

(a) The total utility from each good is equal	(b) The marginal utility per rupee spent on each good is equal
(c) The quantity of each good purchased is equal	(d) The price of each good is equal

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6. An indifference curve represents _____.
- (a) All combinations of two goods that a consumer can afford
(b) All combinations of two goods that provide the same level of utility
(c) The relationship between the price of a good and the quantity demanded
(d) The total utility derived from consuming different goods
7. If the price elasticity of demand for a product is -2.5, it means that a 10% increase in price will lead to a _____.
- (a) 2.5% decrease in quantity demanded
(b) 25% decrease in quantity demanded
(c) 10% decrease in quantity demanded
(d) 2.5% increase in quantity demanded
8. Demand forecasting is essential for a firm for _____.
- (a) Production planning and inventory control
(b) Setting the corporate tax rate
(c) Calculating historical costs
(d) Understanding consumer psychology only
9. Market equilibrium is achieved at the price where _____.
- (a) Quantity demanded equals quantity supplied
(b) The number of buyers equals the number of sellers
(c) The elasticity of demand is one
(d) The government fixes the price
10. An elasticity of supply of 0.5 indicates that _____.
- (a) Supply is perfectly inelastic
(b) Supply is elastic
(c) Supply is inelastic
(d) Supply is unit elastic

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11. The Cobb-Douglas production function is often used to represent the relationship between:
- (a) Output and two inputs, typically capital and labor
 - (b) Cost and output
 - (c) Price and quantity demanded
 - (d) Profit and revenue
12. The long-run production function is concerned with _____
- (a) The law of diminishing marginal returns
 - (b) Returns to scale
 - (c) The impact of fixed factors on production
 - (d) Short-term operational efficiency
13. The key characteristic of monopolistic competition is _____
- (a) A single firm dominating the market
 - (b) Perfectly identical products
 - (c) Product differentiation
 - (d) Significant barriers to entry
14. An oligopoly is a market structure characterized by:
- (a) A large number of small firms.
 - (b) A few large firms whose actions are interdependent.
 - (c) A single buyer.
 - (d) No barriers to entry or exit.
15. In game theory, a “dominant strategy” is a strategy that _____.
- (a) Is best for a player, regardless of what other players do
 - (b) Leads to the worst possible outcome
 - (c) Is only effective if other players cooperate
 - (d) Changes depending on the other player’s move

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16. Non-price competition refers to strategies like _____
- (a) Advertising, branding, and customer service (b) Offering discounts and reducing prices
(c) Colluding with competitors to fix prices (d) Reducing production costs
17. Which of the following is an example of a “relevant cost” for a decision?
- (a) Sunk cost (b) Historical cost
(c) Incremental cost (d) Fixed overhead cost
18. Diseconomies of scale are often caused by _____
- (a) Specialization of labor (b) Bulk purchasing of raw materials
(c) Managerial and coordination difficulties in large organizations (d) Technological advancements
19. Cost-Volume-Profit (CVP) analysis is a tool used to determine the _____
- (a) Break-even point of a business (b) Net present value of an investment
(c) Price elasticity of demand (d) Optimal production level
20. Knight’s theory of profit associates profit with _____.
- (a) The dynamic nature of the economy (b) The reward for successful innovation
(c) The reward for bearing non-insurable risks and uncertainty (d) The efficient management of the firm

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21. The Internal Rate of Return (IRR) is the discount rate that makes the _____.
- (a) Net Present Value (NPV) equal to zero (b) NPV greater than the initial investment
(c) Total cash inflows equal to the total cash outflows (d) NPV positive
22. Which statement is true regarding the relationship between profit maximization and wealth maximization?
- (a) They are always the same thing (b) Wealth maximization is a short-term concept, while profit maximization is long-term
(c) Wealth maximization is a superior goal because it considers the time value of money and risk (d) Profit maximization is a superior goal because it is easier to calculate
23. During a recession phase of the business cycle, a firm is likely to experience _____.
- (a) Rising demand and higher profits (b) Falling demand and lower profits
(c) Stable demand and high investment (d) Increased hiring and expansion
24. A country's Balance of Payments is a systematic record of _____.
- (a) The government's budget deficit or surplus (b) All economic transactions between its residents and the residents of other countries
(c) The total national income and output (d) The level of inflation and unemployment
25. Per Capita Income is calculated as _____.
- (a) Gross Domestic Product / Total Workforce (b) National Income / Total Population
(c) Gross National Product / Total Exports (d) Net National Product / Total Imports

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26. The difference between Gross National Product (GNP) and Gross Domestic Product (GDP) is:
- (a) Net Factor Income from Abroad
 - (b) Depreciation
 - (c) Indirect Taxes
 - (d) Subsidies
27. Antitrust laws are designed to _____.
- (a) Encourage the formation of monopolies
 - (b) Set price ceilings for essential goods
 - (c) Regulate international trade
 - (d) Promote competition and prevent monopolistic practices
28. Measures of market concentration, such as the Herfindahl-Hirschman Index (HHI), are used to:
- (a) Assess the level of competition in an industry
 - (b) Calculate a firm's profitability
 - (c) Determine the national income
 - (d) Forecast future demand
29. Managerial Economics helps in business decisions by _____.
- (a) Ignoring economic theory
 - (b) Predicting the past
 - (c) Applying economic concepts to real-world scenarios
 - (d) Solely focusing on ethical considerations
30. Indifference curve analysis helps in understanding _____.
- (a) Consumer's affordability of goods
 - (b) Producer's production possibilities
 - (c) Market supply and demand
 - (d) Consumer's preferences and trade-offs between goods

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31. What are externalities?
- (a) Costs or benefits
(c) Government subsidies
- (b) Internal costs of production
(d) Export revenues
32. Which of the following is a determinant of supply?
- (a) Consumer income
(c) Consumer tastes
- (b) Price of inputs
(d) Price of related goods in consumption
33. Which type of elasticity of demand measures the responsiveness of quantity demanded to a change in consumer income?
- (a) Income elasticity of demand
(c) Price elasticity of demand
- (b) Cross-price elasticity of demand
(d) Advertising elasticity of demand

PART - B

(7 X 6 = 42)

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

34. (a) Discuss the general foundations of managerial economics. Explain the working of an economic system with a neat diagram of the circular flow of activities.
- [OR]
- (b) Explain the concept of the time value of money. Discuss its importance in making long-term business and investment decisions, providing a simple example.
35. (a) Explain consumer equilibrium using indifference curve analysis. How is this approach considered superior to the marshallian cardinal utility approach?
- [OR]
- (b) Explain the concept of price elasticity of demand. Discuss its different types and its role in the pricing decisions of a firm.
36. (a) Define elasticity of supply and discuss its practical significance. Explain the Giffen Paradox and why it is an exception to the law of demand.
- [OR]
- (b) Explain the concept of Isoquants and their properties. Discuss the law of returns to scale as applicable in the long run.
37. (a) What is an oligopoly? Explain the feature of price rigidity in an oligopolistic market using the kinked demand curve model.
- [OR]
- (b) Differentiate between price and non-price competition. Provide examples of how firms in an oligopolistic market use non-price strategies to gain a competitive advantage.
38. (a) What are economies and diseconomies of Scale? Discuss the various internal and external factors that give rise to them.
- [OR]

(b) Briefly explain the theories of profit as given by Schumpeter (Innovation) and Knight (Uncertainty). How do these theories explain why profits exist?

39. (a) Explain the net present value and internal rate of return methods of investment evaluation. Discuss the key advantages of the NPV method over the IRR method.

[OR]

(b) Define inflation and deflation. Discuss the major factors that cause inflation in an economy and the control measures that can be implemented to manage it.

40. (a) Define GDP and GNP. Explain the difference between them and discuss the limitations of using Per Capita Income as an indicator of economic development and well-being.

[OR]

(b) What are externalities? Explain the difference between positive and negative externalities with examples. Discuss the need for government regulation to address the problems caused by them.

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QUANTITATIVE TECHNIQUES
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Time : 2 Hours

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PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. A mathematical model represents a relationship between _____
 (a) Constants and parameters (b) Dependent and independent variables
 (c) Problems and solutions (d) Management and practice
2. The concept of trade-off in management implies _____
 (a) Maximizing all objectives simultaneously (b) Sacrificing some benefit to gain another
 (c) Ignoring all constraints (d) Using only qualitative data
3. The most frequently occurring value in a dataset is called the _____
 (a) Mean (b) Median
 (c) Mode (d) Range
4. Integration is primarily used to calculate _____
 (a) The slope of a curve (b) The total accumulation or area under a curve
 (c) The maximum point of a function (d) The correlation between variable
5. In a total cost function, $C(x) = F + Vx$, the slope 'V' represents the _____
 (a) Total cost (b) Fixed cost
 (c) Variable cost per unit (d) Break-even point

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6. The break-even point is where _____
- (a) Total Revenue $>$ Total Cost
(b) Total Revenue $<$ Total Cost
(c) Total Revenue = Total Cost
(d) Profit is maximized
7. The non-negativity constraint in an LPP ensures that the decision variables are:
- (a) Greater than or equal to zero
(b) Less than zero
(c) Equal to zero
(d) Integers only
8. The process of translating a real-world problem into a mathematical LPP is known as _____
- (a) Optimization
(b) Solution
(c) Formulation
(d) Implementation
9. The graphical method for solving an LPP can be used when there are only:
- (a) One decision variable
(b) Two decision variables
(c) Three decision variables
(d) Any number of decision variables
10. Sensitivity analysis in LPP is used to _____.
- (a) Formulate the problem
(b) Find the initial solution
(c) Study the effect of changes in parameters on the optimal solution
(d) Calculate the correlation coefficient

N-3109

11. Which method is used to find an initial basic feasible solution for a transportation problem?
- (a)MODI Method (b)Simplex Method
(c)Vogel's Approximation Method (VAM) (d)Assignment Method
12. The MODI (Modified Distribution) method is used to:
- (a)Find an initial solution (b)Test the optimality of a solution in a transportation problem
(c)Formulate an LPP (d)Solve an assignment problem
13. The set of all possible outcomes of an experiment is called the:
- (a)Event (b)Sample space
(c)Joint probability (d)Conditional probability
14. The probability of a certain event is:
- (a)0 (b)0.5
(c)1 (d)Undefined
15. The shape of the Normal distribution curve is _____.
- (a)Skewed to the right (b)Skewed to the left
(c)U-shaped (d)Bell-shaped and symmetric

N-3109

16. $P(A/B)$ represents the _____

(a) Joint probability of A and B

(b) Marginal probability of A

(c) Conditional probability of A given B

(d) Union of A and B

17. Which of the following is a key phase in an operations research study?

(a) Problem formulation

(b) Model construction

(c) Solution validation

(d) All of the above

18. Iconic, analogue, and symbolic models are types of _____.

(a) Decision criteria

(b) OR models

(c) Probability distributions

(d) Sequencing rules

19. The First Come, First Served rule is a type of _____.

(a) Sequencing model

(b) Priority rule

(c) Queuing model

(d) Simulation technique

20. The time a job spends waiting for the next machine is called:

(a) Processing time

(b) Idle time

(c) Elapsed time

(d) Due date

N-3109

21. The use of random numbers to model uncertainty in a system is a feature of:
- (a) Deterministic simulation
 - (b) Monte Carlo simulation
 - (c) Physical simulation
 - (d) Queuing theory
22. Which of the following is an application of simulation?
- (a) Inventory control
 - (b) Project management
 - (c) Cash flow analysis
 - (d) All of the above
23. In the M/M/1 queuing model, the '1' represents the number of:
- (a) Customers arriving
 - (b) Service channels
 - (c) Queues
 - (d) Service phases
24. The goal of queuing analysis is to _____.
- (a) Eliminate the queue completely
 - (b) Maximize the server's idle time
 - (c) Balance the cost of waiting with the cost of service
 - (d) Increase the arrival rate
25. The Expected Monetary Value (EMV) is calculated by _____.
- (a) Multiplying the payoff by its probability and summing the results
 - (b) Finding the maximum payoff for each decision
 - (c) Finding the minimum payoff for each decision
 - (d) Subtracting the cost from the revenue

N-3109

26. An opportunity loss table shows the _____

- (a) Profit for each outcome
- (b) Regret or loss from not choosing the best option for a given state of nature
- (c) Total cost of a decision
- (d) Probability of failure

27. In a decision tree, a circular node represents a _____.

- (a) Decision point
- (b) Final outcome
- (c) State of nature
- (d) Starting point

28. The minimizing maximal regret criterion is also known as:

- (a) The criterion of optimism
- (b) The criterion of pessimism
- (c) Savage's criterion
- (d) Bayes' criterion

29. If two events A and B are mutually exclusive, what is $P(A \cap B)$?

- (a) 0
- (b) $P(A) + P(B)$
- (c) $P(A) \times P(B)$
- (d) 1

30. Queuing Theory is the mathematical study of _____.

- (a) Inventory management
- (b) Project scheduling networks
- (c) Financial investment strategies
- (d) Waiting lines or queues

N-3109

31. Which of the following is NOT a phase in the use of operations research?
- (a) Problem definition (b) Development of mathematical models
(c) Implementation of solutions (d) Avoidance of data collection
32. Service mechanism in a queuing system is characterized by _____
- (a) Customers behaviour (b) Servers behavior
(c) Customers in the system (d) Server in the system
33. Probability is best defined as _____.
- (a) A guarantee that an event will occur (b) A numerical measure of the likelihood
(c) The average outcome of an experiment (d) A method for collecting data

PART - B

(7 X 6 = 42)

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

34. (a) What is a mathematical model? Explain its essential components and discuss the benefits and limitations of using models in decision-making.
- [OR]
- (b) The following are the monthly salaries (in thousands of dollars) of 10 employees: 45, 50, 52, 48, 45, 55, 60, 47, 45, 53. Calculate the Mean, Median, and Mode for this data.
35. (a) Explain the concept of elasticity of demand. How can functional relationships and graphical representations be used by a manager to make decisions regarding pricing and production levels?
- [OR]
- (b) A company manufactures two products, A and B. Product A requires 2 hours on Machine 1 and 3 hours on Machine 2. Product B requires 4 hours on Machine 1 and 2 hours on Machine 2. Machine 1 is available for 80 hours per week, and Machine 2 is available for 60 hours per week. The profit per unit for A is \$10 and for B is \$15. Formulate this problem as a Linear Programming Problem to maximize profit.
36. (a) Explain the concepts of Duality and Sensitivity Analysis in the context of Linear Programming and their significance for managerial decision-making.
- [OR]
- (b) Find the optimal solution for the following transportation problem by using MODI method.

		Destination			Supply
		D1	D2	D3	
Sources	S1	2	3	4	30
	S2	7	1	6	40
	S3	4	2	5	50
Demand		20	60	40	120

37. (a) A box contains 6 red, 4 white, and 5 black balls. A person draws 2 balls at random. What is the probability that:
- i) Both balls are red?
ii) One ball is red and one is white?

[OR]

- (b) Describe the key characteristics of the Normal distribution. Explain its importance and applications in business statistics, referring to the use of Normal tables.

38. (a) What is Operations Research? Describe the main phases involved in an OR study, from problem definition to implementation

[OR]

- (b) There are five jobs, each of which must go through two machines, A and B, in the order AB. Processing times (in hours) are given below. Determine the sequence of jobs that will minimize the total elapsed time.

Job	1	2	3	4	5
Machine A	5	1	9	3	10
Machine B	2	6	7	8	4

39. (a) What is simulation? Explain its advantages and disadvantages as a tool for decision-making in complex business environments.

[OR]

- (b) Explain the basic structure of a queuing system with a neat diagram, describing its key components: arrival process, queue discipline, and service facility.

40. (a) Explain the concepts of a Payoff Table, Opportunity Loss (Regret) Table, and the Expected Value of Perfect Information (EVPI). How do these tools aid in the decision-making process under risk?

[OR]

- (b) A company is deciding whether to launch a new product. The cost of launching is \$500,000. If the launch is successful ($P=0.6$), the revenue will be \$1,200,000. If it fails ($P=0.4$), the revenue will be \$100,000. If they don't launch, the profit is zero. Construct a decision tree for this problem and determine the optimal course of action.

N-3109

N-3110

COURSE CODE

205415/205515/205615/205715/205815/255415

ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
First Year - First Semester
COMMON FOR M.B.A. (G/FM/LM/T/HRM)
FINANCIAL AND MANAGEMENT ACCOUNTING
(CBCS - 2020/2025-26 onwards)

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. The historical function of accounting is primarily concerned with _____.
 (a) Planning and control (b) Record keeping
 (c) Decision making (d) Performance evaluation
2. Which concept assumes that a business will continue to operate for the foreseeable future?
 (a) Business Entity Concept (b) Money Measurement Concept
 (c) Going Concern Concept (d) Accrual Concept
3. The system of recording transactions based on the dual aspect concept is called _____.
 (a) Single Entry System (b) Double Entry System
 (c) Cash Basis System (d) Accrual System
4. A Trial Balance is prepared to _____.
 (a) Ascertain the profit or loss (b) Check the arithmetical accuracy of ledger accounts
 (c) Know the financial position (d) Prepare the cash flow statement
5. Expenditure incurred on acquiring a patent right is an example of _____.
 (a) Revenue Expenditure (b) Capital Expenditure
 (c) Deferred Revenue Expenditure (d) Operating Expense

N-3110

6. The statement prepared to find out the profit or loss from incomplete records is the _____
- (a)Statement of Affairs (b)Balance Sheet
(c)Statement of Profit or Loss (d)Trial Balance
7. Which depreciation method results in a decreasing charge to the Profit & Loss account each year?
- (a)Straight Line Method (b)Annuity Method
(c)Written Down Value Method (d)Sinking Fund Method
8. In a Common-Size Balance Sheet, each item is expressed as a percentage of:
- (a)Net Sales (b)Net Profit
(c)Total Assets (d)Total Equity
9. Trend analysis is significant for _____
- (a)Static analysis (b)Horizontal analysis
(c)Vertical analysis (d)Liquidity analysis
10. The limitations of management statements include _____
- (a)Being based on future data (b)Providing real-time information
(c)Being influenced by personal bias (d)Being globally standardized

N-3110

11. A high Current Ratio indicates:

- (a) Better liquidity
- (b) Poor liquidity
- (c) High profitability
- (d) Efficient use of assets

12. DuPont analysis breaks down Return on Equity (ROE) into components of:

- (a) Liquidity, Solvency, and Profitability
- (b) Profitability, Asset Turnover, and Financial Leverage
- (c) Operating, Investing, and Financing activities
- (d) Gross, Operating, and Net profit margins

13. Funds from Operations is calculated by adding back non-fund expenses like _____ to net profit.

- (a) Salaries Paid
- (b) Rent Paid
- (c) Depreciation
- (d) Interest Received

14. Which of the following is an application (use) of funds?

- (a) Issue of shares for cash
- (b) Sale of fixed assets
- (c) Long-term loan from a bank
- (d) Purchase of machinery

15. Cash Flow Statement is prepared as per which accounting standard?

- (a) AS-1
- (b) AS-2
- (c) AS-3
- (d) AS-9

N-3110

16. Payment of income tax is classified as _____ in the Cash Flow Statement.

- (a) Operating Activity
- (c) Financing Activity

- (b) Investing Activity
- (d) Extraordinary Item

17. The primary objective of Cost Accounting is:

- (a) External reporting
- (c) Cost ascertainment and control

- (b) Tax compliance
- (d) Dividend decisions

18. A cost centre is a _____.

- (a) Unit of a product or service
- (c) Total cost of an organization

- (b) Location, person, or item of equipment for which costs are ascertained
- (d) A measure of work done

19. ABC analysis is a technique of _____

- (a) Inventory control
- (c) Overhead allocation

- (b) Labour costing
- (d) Sales management

20. The incentive scheme where the bonus is 50% of the time saved is the:

- (a) Taylor System
- (c) Rowan Plan

- (b) Halsey Plan
- (d) Gantt System

N-3110

21. The difference between sales revenue and variable cost is known as:
- (a)Gross Profit
 - (b)Net Profit
 - (c)Contribution
 - (d)Operating Profit
22. The Break-Even Point is where:
- (a)Total Revenue > Total Cost
 - (b)Total Revenue < Total Cost
 - (c)Total Revenue = Total Cost
 - (d)Fixed Cost = Variable Cost
23. Which budget serves as the starting point for the preparation of all other budgets?
- (a)Cash Budget
 - (b)Production Budget
 - (c)Sales Budget
 - (d)Master Budget
24. A Master Budget is a:
- (a)Summary of all functional budgets
 - (b)Budget for a specific function
 - (c)Long-term plan
 - (d)Flexible budget
25. Capital budgeting decisions are crucial because they are:
- (a)Reversible in nature
 - (b)Short-term decisions
 - (c)Involve substantial investment
 - (d)Easy to evaluate

N-3110

26. Which method of capital budgeting ignores the time value of money?
- (a) Net Present Value (NPV) (b) Internal Rate of Return (IRR)
(c) Accounting Rate of Return (ARR) (d) Profitability Index (PI)
27. Subsidiary books are also known as:
- (a) Principal books (b) Books of original entry
(c) Ledgers (d) Final accounts
28. Goodwill is an example of a _____
- (a) Current Asset (b) Fictitious Asset
(c) Tangible Fixed Asset (d) Intangible Fixed Asset
29. A decrease in a current asset _____ working capital.
- (a) Increases (b) Decreases
(c) Does not affect (d) Doubles
30. Reconciliation of financial and cost accounts is necessary due to differences in:
- (a) Valuation of stock (b) Basis of accounting
(c) Reporting period (d) Legal compliance

N-3110

31. P/V Ratio can be improved by:

- (a) Increasing the selling price
(c) Decreasing fixed costs

- (b) Increasing variable costs
(d) Increasing sales volume

32. Sunk cost is a _____.

- (a) Future cost
(c) Historical cost that is irrelevant for decision making
- (b) Relevant cost for decision making
(d) Variable cost

33. Liquidity ratios measure the _____ solvency of a business.

- (a) long-term
(c) overall

- (b) short-term
(d) immediate

PART - B

(7 X 6 = 42)

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

34. (a) Explain the key accounting concepts and conventions that govern the preparation of financial statements.

[OR]

(b) Distinguish clearly between Financial Accounting, Management Accounting, and Cost Accounting.

35. (a) What are the common errors found in accounting records? Explain how a Trial Balance helps in their detection.

[OR]

(b) From the following transactions of Mr. Kumar, prepare the necessary Journal Entries and post them to the Ledger.

Sl. No	Date	Transaction Details
1	Apr-01	Mr. Kumar starts business with ₹100,000 in cash (capital infusion)
2	Apr-02	Purchases office supplies for ₹5,000 in cash
3	Apr-03	Receives ₹20,000 cash from a customer for services rendered
4	Apr-05	Pays ₹10,000 rent in cash
5	Apr-06	Purchases inventory of ₹15,000 on credit
6	Apr-07	Sells goods worth ₹25,000 on credit
7	Apr-10	Receives ₹10,000 cash payment from that customer
8	Apr-12	Withdraws ₹5,000 cash for personal use
9	Apr-15	Pays supplier ₹8,000 in cash
10	Apr-18	Earns ₹2,000 interest income received in cash

36. (a) What do you understand by Financial Statement Analysis? Discuss its objectives and importance.

[OR]

(b) Casio Private Limited has under consideration the following two projects. The details of which are under

Particulars	Project A	Project B
Investment in machinery	Rs.10,00,000	Rs.15,00,000
Additional investments in working capital	Rs.5,00,000	Rs.5,00,000
Estimated life of machinery	4 Years	6 Years
Scrap value of machinery	10%	10%
Income tax rate	50%	50%
Income before depreciation and tax	Amount	Amount
1 st Year	8,00,000	15,00,000
2 nd Year	8,00,000	9,00,000
3 rd Year	8,00,000	15,00,000
4 th Year	8,00,000	8,00,000
5 th Year	---	6,00,000
6 th Year	---	3,00,000

You are required to calculate ARR and suggest which project is to be preferred.

37. (a) Discuss the uses and limitations of Ratio Analysis in business decision-making.

[OR]

(b) Explain the concepts of 'Funds from Operations' and 'Schedule of Changes in Working Capital' as used in Fund Flow Analysis.

38. (a) What are the main elements of cost? Prepare a proforma Cost Sheet with imaginary figures.

[OR]

(b) Differentiate between Job Costing and Contract Costing, stating the industries where each is applicable.

39. (a) Explain the concept of Break-Even Analysis with the help of a chart. What are its assumptions?

[OR]

(b) A company requires 10,000 units of a raw material annually. The ordering cost per order is Rs. 100, and the inventory carrying cost is 20% of the purchase price of Rs. 2 per unit. Calculate the Economic Order Quantity (EOQ).

40. (a) What is a budget? Explain the process of preparing a Cash Budget and its significance.

[OR]

(b) A project requires an initial investment of Rs. 2,00,000 and is expected to generate cash inflows of Rs. 60,000 per year for 5 years. Calculate the Payback Period and the Net Present Value (NPV) if the cost of capital is 10%. (P.V. factor for 5 years @ 10% is 3.791).

N-3110

N-3111

COURSE CODE

205421/205521/205621/
205721/205821/255421

ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
First Year - Second Semester
COMMON FOR M.B.A. (G/FM/LM/T/HRM)
RESEARCH METHODS
(CBCS - 2020/2025-26 onwards)

Time : 2 Hours

Maximum : 75 Marks

(33 X 1 = 33)

PART - A

Answer **all** the questions.

1. The first step in the research process is

(a) Problem Identification	(b) Hypothesis testing
(c) Report writing	(d) Data collection

2. Research conducted to solve a specific, practical problem is called

(a) Descriptive research	(b) Basic research
(c) Applied research	(d) Action research

3. The application of business research that helps businesses in deciding the pricing of products or services is

(a) Descriptive analysis	(b) Cost-benefit analysis
(c) Fundamental analysis	(d) Supply chain analysis

4. _____ is an example of cloud-based research collaboration tool.

(a) Google Colab	(b) File cabinet storage
(c) Typewriter-based indexing	(d) MS-DOS

5. _____ is a hypothesis that based on logical reasoning and existing theories

(a) Alternative hypothesis	(b) Conceptual hypothesis
(c) Working hypothesis	(d) Statistical hypothesis

N-3111

6. A document that prepared during research planning to outline the study is
- (a)Final thesis (b)Research proposal
(c)Random notes (d)Published article
7. The technique that helps in monitoring economic efficiency during research execution is
- (a)Hypothesis testing (b)SWOT analysis
(c)Cost tracking and variance analysis (d)Hypothesis testing
8. The variable that is measured or observed to assess the effect of another variable is called _____.
- (a)Dependent variable (b)Moderator variable
(c)Control variable (d)Independent variable
9. Non-probability sampling includes all except
- (a)Simple random sampling (b)Snowball sampling
(c)Judgment sampling (d)Convenience sampling
10. The essential ensures that the sampling method can be adapted if changes occur during research is
- (a)Representativeness (b)Accuracy
(c)Flexibility (d)Precision

N-3111

11. Interviewer bias and respondent misunderstanding fall under _____.
- (a) Statistical errors
(b) Probability errors
(c) Sampling errors
(d) Non-sampling errors
12. A focus group discussion is an example of _____.
- (a) Group interview method
(b) Archival data review
(c) Experimentation
(d) Observation method
13. A interview type that is most suitable for qualitative research to explore experiences and feelings.
- (a) Panel interview
(b) Group interview
(c) Unstructured interview
(d) Structured interview
14. For a large-scale quantitative survey, the most effective questionnaire type is _____.
- (a) Unstructured and open-ended
(b) Pictorial and descriptive
(c) Informal conversational questionnaire
(d) Structured and close-ended
15. In rural areas with low literacy levels, the preferred method of data collection is
- (a) Schedule
(b) Questionnaire
(c) Both
(d) None of these

N-3111

16. The following is a comparative scaling technique.

- (a) Semantic differential scale
- (c) Guttman scale

- (b) Paired comparison scale
- (d) Likert scale

17. The type of validity that assesses whether the test appears to measure what it claims to is _____.

- (a) Criterion validity
- (c) Face validity

- (b) Construct validity
- (d) Content validity

18. A type of coding is _____.

- (a) Central coding
- (c) Field coding

- (b) Sampling coding
- (d) Pre-coding

19. The following that is NOT a type of tabulation.

- (a) Hypothetical
- (c) Complex

- (b) Derivative
- (d) Simple

20. A commonly used level of significance (α) in research is _____

- (a) 1.00
- (c) 0.05

- (b) 0.10
- (d) 0.50

N-3111

21. The degrees of freedom (df) for a one-sample t-test is _____.
- (a) $n+1$ (b) $n-2$
(c) N (d) $n-1$
22. The Sign Test is classified as a _____.
- (a) Non-parametric test (b) Regression-based test
(c) ANOVA method (d) Parametric test
23. The following that is NOT a multivariate analysis technique.
- (a) Multiple regression (b) Independent t-test
(c) Cluster analysis (d) Factor analysis
24. A research report that provides detailed information about a completed study is
- (a) Progress report (b) Oral report
(c) Technical report (d) Popular report
25. The section that usually follows the findings in a research report is _____.
- (a) Abstract (b) Title page
(c) Introduction (d) Recommendations

N-3111

26. The feature that ensures a report communicates the message without unnecessary words is
- (a)Brevity (b)Accuracy
(c)Objectivity (d)Completeness
27. A study that uses statistical tools to assess the impact of education level on investment behavior is _____.
- (a)Fundamental research (b)Qualitative research
(c)Analytical research (d)Descriptive research
28. The sampling method that selects every kth element from a population list is _____.
- (a)Random sampling (b)Systematic sampling
(c)Stratified sampling (d)Cluster sampling
29. A method that is commonly used for pretesting questionnaires.
- (a)Hypothesis testing (b)Regression analysis
(c)Randomized sampling (d)Cognitive interviewing
30. The part of a research report that interprets results and explains implications is
- (a)Discussion (b)Literature review
(c)Appendix (d)Introduction

N-3111

31. The type of graph that is commonly used in univariate analysis for categorical data.

- (a) 3D surface plot
(c) Bar chart
- (b) Box plot
(d) Scatter plot

32. The type of MDS that uses only the rank order of dissimilarities for mapping is

- (a) Non-metric MDS
(c) Classical MDS
- (b) Regression-based MDS
(d) Metric MDS

33. Checking grammatical quality before submitting a research report is called

- (a) Hypothesis validation
(c) Data coding
- (b) Proofreading and editing
(d) Sampling

PART - B

(7 X 6 = 42)

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

34. (a) Discuss the applications of business research.

[OR]

(b) Explain the recent advancements in research.

35. (a) Write a short note on Research problem.

[OR]

(b) Explain the types of hypothesis.

36. (a) Elucidate the functions of hypotheses.

[OR]

(b) Describe the principles of sampling.

37. (a) Write a short note on factors affecting the size of the sample.

[OR]

(b) Explain the various techniques of observation.

38. (a) Elucidate the essentials of a good schedule.

[OR]

(b) Describe the types of measurement scales.

39. (a) Explain the process of data analysis.

[OR]

(b) Write a short note on various parametric tests.

40. (a) Elucidate the guidelines for making valid interpretation.

[OR]

(b) Describe the principles of good report writing.

N-3111

N-3112

COURSE CODE

205422/205522/205622/205722/205822/255422

ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
First Year - Second Semester
COMMON FOR M.B.A. (G/FM/LM/T/HRM)
BUSINESS ENVIRONMENT
(CBCS - 2020/2025-26 onwards)

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. Dynamic nature of the business environment gets best reflected through

(a) Technological determinism	(b) Static policy framework
(c) Shifting stakeholder expectations	(d) Firm-level microeconomics

2. Scanning the business environment helps in

(a) Improving employee morale	(b) Predicting future opportunities and threats
(c) Eliminating government intervention	(d) Reducing taxation levels

3. Element excluded from the PESTLE framework

(a) Environmental sustainability	(b) Workforce planning
(c) Taxation policies	(d) Cultural norms

4. Technological threat emerging from rapid innovation

(a) Increased automation in logistics	(b) Obsolescence of existing products
(c) Rise in open-source platforms	(d) Data sharing regulations

5. Condition supporting business growth in a nation

(a) Political maturity and continuity	(b) High tariffs
(c) Government monopolies	(d) Labor strikes

N-3112

6. Role played by government when it launches startups

- (a)Catalytic
- (b)Entrepreneurial
- (c)Regulatory
- (d)Supportive

7. Primary support to SSIs provided through

- (a)Import substitution
- (b)Tax incentives and subsidies
- (c)Foreign currency reserves
- (d)High-interest loans

8. Industrial development strategy focusing on public-private balance

- (a)Socialized growth
- (b)Dual-track investment
- (c)Sectoral equilibrium
- (d)Comparative cost dynamics

9. GDP growth trend typically influences

- (a)Consumer spending capacity
- (b)Government borrowing limit
- (c)Trade union demands
- (d)Tax evasion

10. Phase in economic cycle most favorable for start-ups

- (a)Expansion
- (b)Depression
- (c)Recession
- (d)Stagflation

N-3112

11. Long-term capital mobilized through

(a) Money market

(c) Treasury bills

(b) Capital market

(d) Call money

12. Major risk in industrial finance for long-gestation projects

(a) Quick ROI expectations

(c) Regulatory uncertainty

(b) Inflation control

(d) Credit rating downgrades

13. Central bank tool used to control inflation

(a) Open market operations

(c) Foreign collaborations

(b) Public expenditure

(d) Import quotas

14. Business sector most impacted by fiscal deficit

(a) Public infrastructure

(c) Agricultural exports

(b) Luxury retail

(d) Health insurance

15. Law ensuring employee retirement security

(a) Employees' Provident Fund Act

(c) Payment of Wages Act

(b) Trade Union Act

(d) Factories Act

N-3112

16. Core goal of industrial relations

- (a) Harmonious employer-employee interaction
- (c) Wage suppression

- (b) Strict union dominance
- (d) Increased capital output

17. Fragmented market outcomes generally arise from

- (a) Social stratification
- (c) Currency stability

- (b) IT penetration
- (d) Retail standardization

18. Entrepreneurial society nurtures

- (a) Risk-taking and innovation
- (c) Uniformity in trade unions

- (b) State monopolies
- (d) High tariff protection

19. Barriers to adopting clean technology include

- (a) High cost and long payback periods
- (c) IT training access

- (b) State sponsorship
- (d) High consumer loyalty

20. Technology transfer fails due to

- (a) Weak absorptive capacity in receiving firm
- (c) Reduction in licensing

- (b) Patent expiry
- (d) Overexposure in media

N-3112

21. Law overseeing company formation and closure

(a) Companies Act

(c) Essential Commodities Act

(b) Labour Welfare Act

(d) Factories Act

22. Legal compliance throughout business lifecycle ensures

(a) Smooth expansion and risk reduction

(c) Tax exemption

(b) Increase in trade barriers

(d) Monopoly creation

23. Entry into capital markets governed by

(a) Environmental clearance

(c) Consumer court rules

(b) RBI foreign reserves

(d) SEBI regulations and Companies Act

24. Patent law grants

(a) Exclusive commercial rights for innovation

(c) Fiscal subsidies

(b) Land acquisition permission

(d) Transport concessions

25. Core feature of liberalization process

(a) De-licensing and removal of entry barriers

(c) Political reservation

(b) Resource nationalization

(d) Domestic subsidies

N-3112

26. Privatization introduced to
- (a) Increase government control
 - (b) Reduce competition
 - (c) Limit innovation
 - (d) Improve efficiency in public sector units
27. Business development impacted by privatization through
- (a) Reduced public sector inefficiency
 - (b) Market saturation
 - (c) Monopoly creation
 - (d) Higher income tax
28. Globalization creates threat to local businesses by
- (a) Encouraging subsidies
 - (b) Removing legal restrictions
 - (c) Promoting joint ventures
 - (d) Introducing foreign competitors
29. Impact of fiscal deficit on private sector borrowing reflects through
- (a) Reduced crowding out
 - (b) Rising interest rates due to increased government borrowing
 - (c) Expansion of consumer demand
 - (d) Lower capital gains taxation
30. WTO regulations impact Indian trade policies by
- (a) Promoting inward-looking strategies
 - (b) Mandating bilateral investment treaties
 - (c) Requiring tariff rationalization and dispute resolution compliance
 - (d) Replacing SEZ legislation

N-3112

31. Rapid innovation cycles compel firms to
- (a) Maintain legacy systems (b) Increase R&D investment and adaptability
(c) Delay product launches (d) Ignore market feedback
32. Ageing population in a country result in
- (a) Rising consumer demand for digital goods (b) Expansion of youth employment programs
(c) Increased healthcare and pension expenditure (d) Decline in life expectancy
33. Code on Wages reforms improve compliance by
- (a) Increasing wage disparity (b) Fragmenting payroll systems
(c) Consolidating multiple laws under one framework (d) Abolishing minimum wage concept

PART - B

(7 X 6 = 42)

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

34. (a) Describe the difference between micro and macro environments.
[OR]
(b) Discuss the role of the economy in the PESTLE framework.
35. (a) Describe the roles of government in business activities.
[OR]
(b) Explain the connection between government and the public sector.
36. (a) Describe the meaning and effect of regional imbalance.
[OR]
(b) Explain the difference between the money market and capital market.
37. (a) Discuss the effect of taxes on business activities.
[OR]
(b) Describe the meaning of social security for workers.
38. (a) Discuss how social rules affect business actions.
[OR]
(b) Discuss the benefits of clean technology.
39. (a) Describe the role of IDRA in business licensing.
[OR]
(b) Describe the aim of the Consumer Protection Law.
40. (a) Explain how globalization expands markets.
[OR]
(b) Discuss global opportunities for local businesses.

N-3113

COURSE CODE
205423/205523/ 205623/205723/ 205823/205423/255423

ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
First Year - Second Semester
COMMON FOR M.B.A. (G/FM/LM/T/HRM)
BUSINESS LAWS
(CBCS - 2020/2025-26 onwards)

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. Which of the following is not an essential element of a valid contract?

(a) Free consent	(b) Lawful object
(c) Personal relationship	(d) Consideration

2. An agreement enforceable by law is called a:

(a) Promise	(b) Contract
(c) Offer	(d) Proposal

3. Formation of contract requires:

(a) Agreement + Enforceability by law	(b) Offer + Acceptance only
(c) Mutual love and affection	(d) Personal trust

4. An offer must be:

(a) Implied	(b) Clear and definite
(c) Vague	(d) Confused

5. Acceptance must be:

(a) Conditional	(b) Unqualified
(c) Delayed	(d) Optional

N-3113

6. Quasi-contracts are imposed by:

- (a) Mutual consent
- (c) Court

- (b) Statutory law
- (d) Agreement

7. Remedy for breach of contract is:

- (a) Damages
- (c) Compensation

- (b) Execution
- (d) All of the above

8. Contract of Indemnity includes:

- (a) Compensation for loss
- (c) Gift giving

- (b) Compensation for delay
- (d) Illegal agreement

9. Pledge is a:

- (a) Sale
- (c) Contract of indemnity

- (b) Type of bailment
- (d) Guarantee

10. In a sale, ownership of goods is:

- (a) Transferred immediately
- (c) Transferred at the seller's discretion

- (b) Never transferred
- (d) Always future-dated

N-3113

11. Warranties are:

- (a) Major terms
- (c) Non-binding terms

- (b) Minor terms
- (d) Optional statements

12. The Carriers Act was enacted in:

- (a) 1881
- (c) 1930

- (b) 1865
- (d) 1989

13. Liability of common carrier is:

- (a) That of an insurer
- (c) That of an agent

- (b) That of a seller
- (d) That of a broker

14. The Negotiable Instruments Act was passed in:

- (a) 1981
- (c) 1872

- (b) 1881
- (d) 1930

15. Endorsement is:

- (a) Refusing payment
- (c) Signing on back of instrument

- (b) Dishonoring cheque
- (d) Closing the account

N-3113

16. A negotiable instrument must be:

- (a) Transferable
- (c) Expensive

- (b) Personal
- (d) Legal tender

17. Insurance is a contract of:

- (a) Sale
- (c) Indemnity

- (b) Guarantee
- (d) Gift

18. IRDA stands for:

- (a) Indian Reinsurance Department Authority
- (c) Insurance Review and Data Authority

- (b) Insurance Regulatory and Development Authority
- (d) Indian Regulatory Department of Assurance

19. Essential feature of insurance contract is:

- (a) Risk coverage
- (c) Transfer of ownership

- (b) Profit making
- (d) Leasing

20. The Indian Partnership Act came into force in:

- (a) 1930
- (c) 1956

- (b) 1932
- (d) 1973

N-3113

21. The General Insurance Business was nationalized in the year:

- (a)1956
- (b)1973
- (c)1991
- (d)2000

22. Who can be a partner in a firm?

- (a)Any person competent to contract
- (b)Minor as a full partner
- (c)Undischarged insolvent
- (d)Non-resident alien

23. Dissolution of partnership refers to:

- (a)End of a partner's role
- (b)End of firm's legal existence
- (c)Expiry of registration
- (d)Failure of capital

24. Which of the following best defines technology transfer?

- (a)Selling of patents only
- (b)Sharing technology between countries or firms
- (c)Only using software for free
- (d)Importing goods from abroad

25. Technology adoption refers to:

- (a)Invention of new tools
- (b)Implementation and usage of technology in operations
- (c)Selling patents
- (d)Digital marketing only

N-3113

26. Primary capital market is also known as:

- (a) Secondary market
- (c) New issue market

- (b) Money market
- (d) Stock exchange

27. Carbon footprint refers to:

- (a) Footwear emissions
- (c) Carbon pricing

- (b) Carbon emissions caused by human activity
- (d) Business profitability

28. SEBI regulates:

- (a) Mutual Funds only
- (c) Public companies only

- (b) Capital Markets in India
- (d) Banking operations

29. LPG stands for:

- (a) Liberalization, Privatization, Globalization
- (c) Loans, Profits, Growth

- (b) Law, Policy, Governance
- (d) Legal, Public, Government

30. The primary objective of LPG reforms was:

- (a) Reducing exports
- (c) Economic growth and efficiency

- (b) Self-sufficiency
- (d) Import substitution

N-3113

31. The role of IMF is to:

- | | |
|-----------------------------|--|
| (a) Govern nations | (b) Promote international monetary cooperation |
| (c) Provide legal judgments | (d) Handle domestic tax reforms |

32. Threats of globalization include:

- | | |
|-----------------------|-------------------------------|
| (a) Job outsourcing | (b) Environmental degradation |
| (c) Income inequality | (d) All of the above |

33. Public, Private, Joint and Cooperative are:

- | | |
|---------------------------|-------------------|
| (a) Economic environments | (b) Market forces |
| (c) Business sectors | (d) Policies |

PART - B

(7 X 6 = 42)

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

34. (a) Explain the essential elements of a valid contract under the Indian Contract Act, 1872.

[OR]

(b) Explain the importance of mutual consent in contract formation with the help of examples.

35. (a) Define and explain consideration. Can there be a contract without consideration?

[OR]

(b) Define bailment and pledge. Discuss the classification and termination of bailment.

36. (a) Distinguish between 'Condition' and 'Warranty' under the Sale of Goods Act with suitable examples.

[OR]

(b) Enumerate the responsibilities and liabilities of the Railways as a carrier of goods under the Railways Act, 1989.

37. (a) Define a negotiable instrument. Discuss its essential features under the Negotiable Instruments Act, 1881.

[OR]

(b) Discuss insurance as a contract. Explain the essential elements that make it valid.

38. (a) Define partnership as per the Indian Partnership Act, 1932. What are the essential elements (test) of a partnership?

[OR]

(b) Describe the steps involved in the settlement of accounts after the dissolution of a firm.

39. (a) Examine the impact of technology on globalization. How does technological advancement influence global business integration?

[OR]

(b) Explain the legal aspects of entering primary and secondary capital markets.

40. (a) Explain the major components of the New Economic Policy (Liberalization, Privatization, and Globalization).

[OR]

(b) Examine the impact of privatization on business development in India.

N-3113

N-3114

COURSE CODE

205424/205524/205624/205724/205824/255424

ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
First Year - Second Semester
COMMON FOR M.B.A. (G/FM/LM/T/HRM)
MANAGEMENT INFORMATION SYSTEM
(CBCS - 2020/2025-26 onwards)

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. TPS (Transaction Processing System) mainly deals with

(a) Routine day-to-day transactions	(b) Long-term planning
(c) Complex strategic decisions	(d) None of these

2. DSS stands for

(a) Decision Support System	(b) Data Storage System
(c) Distributed Security System	(d) Decision Sharing System

3. An example of MIS output is

(a) Detailed ledger entries	(b) Summary sales report
(c) Customer chatting on website	(d) Email notification

4. Which level of management mainly uses MIS reports?

(a) Top level	(b) Middle level
(c) Lower level	(d) All levels equally

5. ERP (Enterprise Resource Planning) is an extension of

(a) MIS	(b) TPS
(c) DSS	(d) Expert Systems

N-3114

6. MIS differs from DSS because

- (a) MIS provides structured, routine information; DSS supports unstructured decisions
(b) MIS is manual; DSS is computerized
(c) MIS is faster than DSS
(d) MIS is only for top management

7. The major advantage of MIS is

- (a) Reduces cost and improves efficiency
(b) Increases complexity in data
(c) Eliminates the need for managers
(d) Creates more paperwork

8. Information in MIS must be

- (a) Inaccurate and late
(b) Accurate, timely, and relevant
(c) Complicated and lengthy
(d) Confidential only

9. MIS primarily supports communication by

- (a) Reducing human involvement
(b) Facilitating information flow
(c) Eliminating decision-making
(d) Increasing manual paperwork

10. Which of the following is the main purpose of MIS in communication?

- (a) To replace managers
(b) To provide timely and accurate information
(c) To increase workload
(d) To reduce the use of computers

N-3114

11. In MIS communication, data is transformed into

(a)Noise

(c)Manual records

(b)Information

(d)Symbols only

12. MIS improves communication between

(a)Machines only

(c)Only external stakeholders

(b)Managers and employees

(d)Only IT staff

13. MIS helps managers communicate through

(a)Oral tradition only

(c)Letters only

(b)Reports, dashboards, and summaries

(d)Random discussions

14. Which type of communication is enhanced by MIS?

(a)Formal and structured

(c)Only non-verbal

(b)Informal gossip

(d)Random noise

15. MIS ensures communication is

(a)Slow and manual

(c)Redundant and repetitive

(b)Fast, accurate, and reliable

(d)Limited and unclear

N-3114

16. A key communication feature of MIS is

- (a) Real-time information sharing
- (c) Secretive data hiding

- (b) Delayed reporting
- (d) Limiting information access

17. The primary function of MIS is to

- (a) Store raw data only
- (c) Replace managers

- (b) Provide information for decision-making
- (d) Reduce employee strength

18. Which of the following is NOT a function of MIS?

- (a) Data collection
- (c) Data manipulation into information

- (b) Data processing
- (d) Spreading rumors

19. MIS is designed to serve

- (a) Clerical staff only
- (c) Only customers

- (b) Managers at different levels
- (d) Only IT professionals

20. Which of the following is a key feature of MIS?

- (a) Manual record-keeping
- (c) Rumor-based decision-making

- (b) Timely and accurate reporting
- (d) Unstructured data flow

N-3114

21. MIS mainly deals with

- (a) Future predictions only
- (c) Only handwritten records

- (b) Past, present, and future information
- (d) Informal communication

22. The main output of MIS is

- (a) Raw facts
- (c) Stories

- (b) Information in reports
- (d) Letters

23. MIS helps in

- (a) Guesswork decision-making
- (c) Informal gossip

- (b) Scientific decision-making
- (d) Increasing workload

24. Which of the following is NOT a feature of MIS?

- (a) User-friendly
- (c) Manual and slow

- (b) Flexible
- (d) Goal-oriented

25. MIS provides information in the form of

- (a) Reports, charts, and summaries
- (c) Unstructured notes

- (b) Rumors and gossip
- (d) Conversations only

N-3114

26. The backbone of MIS is

- (a) Manual record keeping
- (b) Computer systems and networks
- (c) Oral communication
- (d) Handwritten files

27. Which component of a computer system processes data into information in MIS?

- (a) Input unit
- (b) Output unit
- (c) CPU (Central Processing Unit)
- (d) Storage device

28. Which storage is mainly used in MIS for long-term data?

- (a) RAM
- (b) Cache
- (c) Hard Disk / Cloud Storage
- (d) Registers

29. MIS reports are generated through

- (a) Hardware only
- (b) Software applications
- (c) Manual logbooks
- (d) Verbal instructions

30. Which computer system type is most commonly used in MIS?

- (a) Supercomputers
- (b) Mainframe & Server Systems
- (c) Smartphones only
- (d) Calculators

N-3114

31. Real-time MIS reporting depends on

- (a) Offline manual work (b) Online transaction processing systems (OLTP)
 (c) Gossip networks (d) Paper-based records

32. Which of the following is NOT a component of a computer system in MIS?

- (a) Hardware (b) Software
 (c) People (d) Superstitions

33. In MIS, networks are essential for

- (a) Data sharing and communication (b) Manual data entry only
 (c) Limiting information (d) Creating barriers

PART - B

(7 X 6 = 42)

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

34. (a) Explain the Components of Information system.

[OR]

(b) Enumerate the design and development of Information system.

35. (a) Explain the Approaches to MIS development.

[OR]

(b) Enumerate the Information resource management.

36. (a) Discuss the Merits and Demerits of MIS.

[OR]

(b) Briefly explain the Installation of Management information system.

37. (a) Explain the Need for Electronic bulletin board system.

[OR]

(b) Discuss the Advantages and disadvantages Communication channels.

38. (a) Briefly explain the MIS for Research production.

[OR]

(b) Explain the need of Enterprise resource planning systems.

39. (a) Enumerate the Types of Social media

[OR]

(b) Explain the Input and output devices in computer systems.

40. (a) Explain the Importance of Global information technology.

[OR]

(b) Elaborate the Risks to online operations in detail.

N-3114

N-3115

COURSE CODE

205425/205525/205625/
205725/205825/255425

**ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
First Year - Second Semester
COMMON FOR M.B.A. (G/FM/LM/T/HRM)
HUMAN RESOURCE MANAGEMENT
(CBCS - 2020/2025-26 onwards)**

Time : 2 Hours

Maximum : 75 Marks

(33 X 1 = 33)

PART - A

Answer **all** the questions.

1. The first step in the HRM process is

- | | |
|-----------------|-----------------------------|
| (a) Training | (b) Human resource planning |
| (c) Recruitment | (d) Appraisal |

2. Which of the following tests measures a candidate's intelligence?

- | | |
|------------------------|----------------|
| (a) Aptitude test | (b) Trade test |
| (c) Psychological test | (d) IQ test |

3. The process of introducing new employees to the organization is called

- | | |
|---------------|------------------|
| (a) Placement | (b) Induction |
| (c) Appraisal | (d) Job rotation |

4. Which one of the following is a non-financial incentive?

- | | |
|-----------------|----------------|
| (a) Bonus | (b) Salary |
| (c) Recognition | (d) Allowances |

5. The scientific selection of employees was introduced by

- | | |
|-----------------|----------------------|
| (a) Henry Fayol | (b) F.W. Taylor |
| (c) Elton Mayo | (d) Koontz O'Donnell |

N-3115

6. The process of identifying and describing a job and its duties is called
- (a) Job description (b) Job specification
(c) Job evaluation (d) Job analysis
7. Job specification refers to
- (a) Duties and responsibilities of a job (b) Skills and qualifications required for a job
(c) Pay structure of a job (d) Promotion of a job
8. The system of rewarding employees based on their performance is called
- (a) Wage system (b) Incentive system
(c) Retirement benefit (d) Allowances
9. Which of the following is an external source of recruitment?
- (a) Transfers (b) Promotion
(c) Advertisement (d) Job rotation
10. Campus recruitment is an example of
- (a) Internal source (b) External source
(c) Training method (d) Job analysis

N-3115

11. The main disadvantage of internal recruitment is

- (a) Motivates existing employees
- (c) Limits choice of candidates

- (b) Saves cost and time
- (d) Improves morale

12. The main disadvantage of external recruitment is

- (a) Wider choice of candidates
- (c) High cost and more time

- (b) Fresh talent available
- (d) Brings new ideas

13. Employee appraisal is also called

- (a) Job evaluation
- (c) Job analysis

- (b) Performance appraisal
- (d) Manpower planning

14. The main objective of performance appraisal is

- (a) To increase production
- (c) To recruit employees

- (b) To assess employee performance
- (d) To fix wages

15. Performance appraisal is a part of

- (a) Recruitment
- (c) Training

- (b) Selection
- (d) Human Resource Management

N-3115

16. Which of the following is a traditional method of performance appraisal?
- (a) Checklist method
(b) 360-degree feedback
(c) Management by Objectives (MBO)
(d) Assessment centre
17. Which of the following is a modern method of performance appraisal?
- (a) Ranking method
(b) Critical incident method
(c) 360-degree feedback
(d) Confidential report
18. The method where employees are evaluated by superiors, peers, subordinates, and customers is called
- (a) Confidential report
(b) Ranking method
(c) 360-degree feedback
(d) Paired comparison
19. The BARS (Behaviorally Anchored Rating Scale) method is used in
- (a) Recruitment
(b) Performance appraisal
(c) Training
(d) Job analysis
20. Which of the following is an objective method of performance appraisal?
- (a) Critical incident method
(b) Essay method
(c) Rating scale
(d) Output/performance standard

N-3115

21. The “halo effect” is a common problem in

- (a) Recruitment
- (c) Job rotation

- (b) Performance appraisal
- (d) Manpower planning

22. Which of the following is used to assess team performance rather than individual performance?

- (a) Graphic rating scale
- (c) Confidential report

- (b) Group appraisal
- (d) Essay method

23. The main objective of performance appraisal is

- (a) Recruitment
- (c) Assessing employee performance

- (b) Training
- (d) Job analysis

24. Which of the following is a traditional method of performance appraisal?

- (a) 360-degree feedback
- (c) Assessment centre

- (b) Confidential report
- (d) MBO (Management by Objectives)

25. Which of the following is a modern method of performance appraisal?

- (a) Ranking method
- (c) 360-degree feedback

- (b) Graphic rating scale
- (d) Checklist method

N-3115

26. Who introduced Management by Objectives (MBO) in appraisal?

- (a)F.W. Taylor
- (c)Peter Drucker

- (b)Elton Mayo
- (d)Henry Fayol

27. The first step in performance appraisal is

- (a)Training
- (c)Establishing performance standards

- (b)Feedback
- (d)Promotion

28. A trade union is an association of

- (a)Employers
- (c)Government officials

- (b)Employees
- (d)Managers

29. The main purpose of trade unions is to

- (a)Maximize profit
- (c)Reduce wages

- (b)Protect and promote workers' interests
- (d)Support employers

30. The first trade union in India was established in:

- (a)1918
- (c)1890

- (b)1920
- (d)1905

N-3115

31. Who founded the first trade union in India (Madras Labour Union)?
- (a)N.M. Lokhande (b)B.P. Wadia
(c)Lala Lajpat Rai (d)Mahatma Gandhi
32. The Trade Union Act in India was passed in
- (a)1920 (b)1926
(c)1935 (d)1947
33. The first President of AITUC was
- (a)Lala Lajpat Rai (b)Mahatma Gandhi
(c)Subhas Chandra Bose (d)B.P. Wadia

PART - B

(7 X 6 = 42)

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

34. (a) Explain the Objectives and Functions of HRM.
[OR]
(b) Elaborate the Phases of human resource management.
35. (a) Discuss the role of Human resource manager.
[OR]
(b) Explain the Planning and forecasting in detail.
36. (a) Elaborate the Selection process.
[OR]
(b) Enumerate the Training techniques in detail.
37. (a) Explain Human resource accounting and audit.
[OR]
(b) Discuss the Wages and salary administration in detail.
38. (a) Explain the Importance of the Control process.
[OR]
(b) Elaborate the Methods of Performance appraisal.
39. (a) Explain the process of Managing promotion and transfers of employees.
[OR]
(b) Elaborate the Importance of Employee grievances and their redressal.
40. (a) Explain the Need and methods of Separation.
[OR]
(b) Enumerate the Scope and importance of Personnel audit.

N-3116**COURSE CODE****205431/205531/205631/
205731/205831**

**ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
Second Year - Third Semester
COMMON FOR M.B.A (G/FM/LM/T/HRM)
MARKETING MANAGEMENT
(CBCS - 2020 onwards)**

Time : 2 Hours

Maximum : 75 Marks

(33 X 1 = 33)

PART - A

Answer **all** the questions.

1. Which of the following is a core concept of marketing?

(a) Production

(b) Exchange

(c) Promotion

(d) Communication

2. Marketing mix is also known as:

(a) 4Cs

(b) 4Ms

(c) 4Ps

(d) 4Es

3. Which one is an element of promotion mix?

(a) Price

(b) Product

(c) Personal Selling

(d) Place

4. The concept of "Marketing Myopia" was introduced by:

(a) Peter Drucker

(b) Theodore Levitt

(c) Philip Kotler

(d) Henry Fayol

5. The process of dividing a market into meaningful groups is:

(a) Targeting

(b) Positioning

(c) Segmentation

(d) Promotion

N-3116

6. Which type of marketing is based on consumer loyalty?

(a) Relationship Marketing

(b) Direct Marketing

(c) Digital Marketing

(d) Mass Marketing

7. A detailed study of all marketing activities of a company is called:

(a) Marketing Strategy

(b) Marketing Research

(c) Marketing Audit

(d) Marketing Plan

8. Which element of the marketing mix is concerned with communication?

(a) Price

(b) Product

(c) Promotion

(d) Place

9. Which of the following is not a basis for market segmentation?

(a) Demographics

(b) Geographics

(c) Philosophy

(d) Psychographics

10. A market structure with many sellers offering similar but not identical products is:

(a) Monopoly

(b) Oligopoly

(c) Perfect Competition

(d) Monopolistic Competition

N-3116

11. B2B marketing refers to:

(a)Business to Buyer

(b)Buyer to Buyer

(c)Business to Business

(d)Buyer to Business

12. A product in the decline stage of the PLC typically experiences:

(a)Increasing profits

(b)Stable demand

(c)Declining sales

(d)High growth

13. Which is an internal factor influencing pricing?

(a)Competition

(b)Government policies

(c)Cost of production

(d)Consumer demand

14. Which strategy sets a high price to recover development costs quickly?

(a)Penetration Pricing

(b)Skimming Pricing

(c)Psychological Pricing

(d)Competitive Pricing

15. Which channel includes no intermediaries?

(a)One-level channel

(b)Two-level channel

(c)Direct channel

(d)Retail channel

N-3116

16. The main purpose of packaging is:

- (a) Promotion
- (c) Protection

- (b) Branding
- (d) Positioning

17. Services differ from goods in that services are:

- (a) Tangible
- (c) Intangible

- (b) Durable
- (d) Transferable

18. Which of the following is not part of the extended marketing mix?

- (a) Process
- (c) Physical evidence

- (b) People
- (d) Packaging

19. The first step in the new product development process is:

- (a) Idea Screening
- (c) Test Marketing

- (b) Product Development
- (d) Idea Generation

20. Which of these is a pricing method?

- (a) Demand-based pricing
- (c) Market research

- (b) Value chain analysis
- (d) Customer loyalty

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21. Promotion includes all except:

- (a) Advertising
- (c) Branding

- (b) Sales Promotion
- (d) Public Relations

22. Which of the following is a component of brand equity?

- (a) Packaging
- (c) Pricing

- (b) Brand awareness
- (d) Place

23. AIDA stands for Attention, Interest, Desire, and:

- (a) Action
- (c) Attention

- (b) Attraction
- (d) Association

24. Public relations mainly focus on:

- (a) Increasing sales
- (c) Enhancing packaging

- (b) Building company image
- (d) Fixing prices

25. In the marketing mix, 'Place' refers to:

- (a) Physical location of shop
- (c) Distribution channel

- (b) Mode of transport
- (d) Advertising location

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26. CRM stands for:

- (a) Consumer Retail Management
- (c) Channel Resource Marketing

- (b) Customer Relation Management
- (d) Customer Revenue Monitoring

27. Digital marketing includes:

- (a) Newspaper advertising
- (c) Door-to-door sales

- (b) Email campaigns
- (d) Trade exhibitions

28. Green marketing emphasizes:

- (a) Sales promotion
- (c) Target pricing

- (b) Eco-friendly products
- (d) Competitive branding

29. Which of the following best describes market positioning?

- (a) Cost control
- (c) Product packaging

- (b) Creating a distinct image in customer's mind
- (d) Pricing decision

30. Which of the following is a reason for product failure?

- (a) High brand recall
- (c) Lack of market research

- (b) Strong distribution network
- (d) Competitive pricing

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31. Packaging is considered a part of:

- (a) Promotion mix
- (c) Pricing mix

- (b) Product mix
- (d) Distribution mix

32. Which of the following is not a direct marketing tool?

- (a) Telemarketing
- (c) Social media ads

- (b) Mail-order
- (d) Retail shops

33. The buying decision process starts with:

- (a) Purchase decision
- (c) Post-purchase behaviour

- (b) Problem recognition
- (d) Evaluation of alternatives

PART - B

(7 X 6 = 42)

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

34. (a) Explain the components of the marketing environment and their impact on marketing decisions.

[OR]

(b) Discuss the role of marketing in promoting economic development in developing countries.

35. (a) Describe the 7 Ps of service marketing and explain their relevance to service-based organizations

[OR]

(b) Explain branding with the various advantages it provides to consumers and businesses.

36. (a) Give the stages of consumer buying behaviour and the psychological processes involved.

[OR]

(b) Discuss the factors that influence consumer behaviour, including personal, cultural, and social factors.

37. (a) Describe product positioning strategies and explain how firms differentiate their offerings in the market.

[OR]

(b) Explain the market targeting process and the criteria used for selecting target segments.

38. (a) Describe the key functions performed by wholesalers in the marketing distribution chain.

[OR]

(b) Differentiate between direct and indirect channels of distribution with examples.

39. (a) Explain the steps involved in the personal selling process and how salespeople contribute to marketing success.

[OR]

- (b) Evaluate the merits and demerits of online marketing in the modern digital environment.

40. (a) Define relationship marketing and describe its significance in long-term customer engagement.

[OR]

- (b) Write a brief note on digital marketing and its impact on consumer interaction and branding.

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N-3117

COURSE CODE

205432/205532/

205632/205732/

205832

ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
Second Year - Third Semester
(COMMON FOR M.B.A GENERAL / FM/LM/T/HRM)
FINANCIAL MANAGEMENT
(CBCS - 2020 onwards)

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. The goal of financial management is:

(a) Maximization of profits

(b) Maximization of shareholder wealth

(c) Maximization of sales

(d) Maximization of market share

2. Net Present Value (NPV) is:

(a) Present value of costs

(b) Present value of future profits

(c) Present value of cash inflows minus present value of cash outflows

(d) Discounted payback period

3. The term "Capital Structure" refers to:

(a) The combination of assets

(b) The combination of debt and equity

(c) The combination of fixed and current assets

(d) The structure of the company's board

4. Cost of capital is:

(a) Cost of goods sold

(b) Cost of raising funds

(c) Depreciation cost

(d) None of the above

5. A company's working capital is:

(a) Current Assets – Current Liabilities

(b) Fixed Assets – Current Liabilities

(c) Current Assets – Fixed Assets

(d) Total Assets – Total Liabilities

N-3117

6. Payback period is the time required to:

- (a) Earn desired profit
- (c) Complete the project

- (b) Recover the initial investment
- (d) Receive total income

7. Financial leverage refers to:

- (a) Use of equity capital
- (c) Use of debt capital

- (b) Use of preference capital
- (d) Use of reserves

8. A firm's optimal capital structure is the mix of debt and equity that:

- (a) Minimizes the cost of capital
- (c) Minimizes risk

- (b) Maximizes EPS
- (d) All of the above

9. Dividend is paid on:

- (a) Equity capital
- (c) Both a and b

- (b) Preference capital
- (d) Debentures

10. The EBIT-EPS analysis is a tool used for:

- (a) Investment decisions
- (c) Financing decisions

- (b) Dividend decisions
- (d) Working capital decisions

N-3117

11. Capital budgeting is related to:

- (a) Short-term investment
- (c) Long-term investment

- (b) Medium-term investment
- (d) None

12. Operating leverage is associated with the use of:

- (a) Variable costs
- (c) Semi-variable costs

- (b) Fixed costs
- (d) All types of costs

13. Inventory turnover ratio is:

- (a) Cost of goods sold / Average inventory
- (c) Net profit / Inventory

- (b) Sales / Fixed assets
- (d) Opening stock / Closing stock

14. The time value of money concept is associated with:

- (a) Time lost in investment
- (c) Time available for investment

- (b) Change in value of money over time
- (d) Static value of money

15. Risk-return tradeoff means:

- (a) More risk, less return
- (c) Higher risk, higher expected return

- (b) Less risk, more return
- (d) No relationship

N-3117

16. Which of the following is a cash outflow?

(a) Issue of shares

(c) Payment of dividend

(b) Depreciation

(d) Loan from bank

17. The term 'floatation cost' is related to:

(a) Inventory carrying cost

(c) Debenture redemption reserve

(b) Issuing securities

(d) Market value

18. Debentures are:

(a) Ownership capital

(c) Working capital

(b) Loan capital

(d) Equity shares

19. Current liabilities include:

(a) Long-term loans

(c) Debentures

(b) Trade payables

(d) Equity shares

20. Capital rationing refers to:

(a) Unlimited investment

(c) Use of fixed capital

(b) Allocation of limited capital

(d) None of the above

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21. Retained earnings are a source of:

- (a) Internal finance
- (c) Short-term finance

- (b) External finance
- (d) Debentures

22. The formula for calculating ROI is:

- (a) $\text{Net profit} / \text{Capital employed} \times 100$
- (c) $\text{Operating profit} / \text{Fixed assets} \times 100$

- (b) $\text{Gross profit} / \text{Sales} \times 100$
- (d) $\text{Net profit} / \text{Sales} \times 100$

23. Commercial paper is issued for:

- (a) Long-term financing
- (c) Short-term financing

- (b) Equity financing
- (d) None

24. Bonus shares are issued to:

- (a) Preference shareholders
- (c) Equity shareholders

- (b) Creditors
- (d) Debenture holders

25. A project is acceptable if its NPV is:

- (a) Negative
- (c) Positive

- (b) Zero
- (d) Less than IRR

N-3117

26. Working capital management relates to:

- (a) Fixed assets
- (c) Long-term loans

- (b) Current assets and liabilities
- (d) Equity shares

27. The term 'ploughing back of profit' means:

- (a) Paying dividend
- (c) Buying fixed assets

- (b) Retaining profits
- (d) Issuing bonus shares

28. Leverage analysis helps in:

- (a) Risk analysis
- (c) Credit analysis

- (b) Profitability analysis
- (d) None of the above

29. Book value per share is:

- (a) Total assets / Number of equity shares
- (c) Net worth / Number of equity shares

- (b) Equity share capital / Number of shares
- (d) $\text{EPS} \times \text{P/E ratio}$

30. The capital budgeting technique that considers the time value of money is:

- (a) Payback period
- (c) IRR

- (b) ARR
- (d) Accounting profit

N-3117

31. IRR is that rate where:

(a) NPV = 1

(b) NPV = 0

(c) Profit = Cost

(d) Cash inflow = Outflow

32. Financial management is primarily concerned with:

(a) Budgeting

(b) Raising and using funds effectively

(c) Cash book maintenance

(d) Payroll

33. Equity shareholders are:

(a) Creditors

(b) Owners

(c) Agents

(d) Debtors

PART - B

(7 X 6 = 42)

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

34. (a) Define Financial Management. Explain its scope, objectives, and functions in the context of modern business organizations.

[OR]

(b) "Wealth maximization is superior to profit maximization." Discuss this statement with appropriate justification.

35. (a) Explain the concept of Capital Structure. Discuss the factors influencing the choice of capital structure with practical examples.

[OR]

(b) Discuss the types and determinants of working capital. Suggest strategies for effective working capital management.

36. (a) What is leverage? Explain the significance of operating, financial, and combined leverage with examples.

[OR]

(b) Raja & Co. Ltd. has the following details:

Sales	:	₹50,00,000
Variable Cost	:	₹30,00,000
Fixed Cost	:	₹10,00,000
Interest on Debentures	:	₹3,00,000
Preference Dividend	:	₹1,00,000

Calculate:

- Operating Leverage
- Financial Leverage
- Combined Leverage
- Comment on the risk level of the firm.

37. (a) A firm is evaluating a project requiring an investment of ₹8,00,000. The expected cash inflows for 5 years are:

Year 1	:	₹2,00,000
Year 2	:	₹2,50,000
Year 3	:	₹2,00,000
Year 4	:	₹2,00,000
Year 5	:	₹1,50,000

Discount rate : 10%

PV Factors @10% for Years 1–5: 0.909, 0.826, 0.751, 0.683, 0.621

Calculate:

- Net Present Value (NPV)
- Profitability Index (PI)
- Should the project be accepted?

[OR]

(b) The following information relates to XYZ Ltd.:

Estimated annual production and sales : 60,000 units

Selling price per unit : ₹150

Cost structure:

Raw Materials : ₹60

Direct Labour : ₹30

Overheads : ₹45 (including ₹15 depreciation)

Raw materials are held for 2 months

Processing time: 1 month

Finished goods held for 1 month

Debtors allowed 1.5 months of credit

Creditors allow 1 month credit for raw materials

Lag in wage payment: 0.5 month

Calculate the net working capital requirement assuming 10% cash reserve on gross working capital.

38. (a) A company has the following capital structure:

Equity Share Capital : ₹20,00,000 (cost of equity: 16%)

Preference Share Capital: ₹5,00,000 (cost: 12%)

Debentures : ₹10,00,000 (cost after tax: 7%)

You are required to compute:

i) WACC using book value weights

ii) WACC using market value weights if market values are:

Equity : ₹25,00,000

Preference : ₹4,50,000

Debentures: ₹9,00,000

[OR]

(b) An investment of ₹4,00,000 is expected to yield annual cash inflows of ₹1,20,000 for 5 years.

PV Factors: @12% = 3.605; @14% = 3.433

Calculate the Internal Rate of Return (IRR) using the interpolation formula.

39. (a) Define and explain the importance of capital budgeting. What are the techniques used in capital budgeting decisions?

[OR]

- (b) Discuss the factors affecting the dividend policy of a company. Explain the relevance theory with examples

40. (a) Explain the role of financial planning in achieving the strategic objectives of a firm.

[OR]

- (b) What is ratio analysis? Explain with the help of any four major ratios used to assess the profitability and liquidity of a business.

N-3117

N-3118

COURSE CODE

205433A1/
205833

ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
Second Year - Third Semester
COMMON FOR MBA (G/HRM)
INDUSTRIAL RELATIONS MANAGEMENT
(CBCS - 2020 onwards)

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. The Constitution of India classifies labour as

- (a) State subject
(c) Concurrent subject

- (b) Union subject
(d) Municipal subject

2. Which part of the Constitution contains the Directive Principles of State Policy?

- (a) Part I
(c) Part IV

- (b) Part III
(d) Part V

3. The primary function of a trade union is to

- (a) Increase company profits
(c) Recruit new employees

- (b) Eliminate competition
(d) Protect and promote the interests of workers

4. Union organization at the national level is usually referred to as

- (a) Apex union
(c) Factory union

- (b) Regional union
(d) Political union

5. The earliest trade unions in India were started by

- (a) M. K. Gandhi
(c) N. M. Lokhande

- (b) Lala Lajpat Rai
(d) Jawaharlal Nehru

N-3118

6. The Central Organisation of Trade Unions (COTU) represents

- (a) Recognized national-level unions
- (c) International unions

- (b) Employers only
- (d) State committees

7. Inter-union rivalry affects

- (a) Employer profits only
- (c) Unity among workers

- (b) Government policy
- (d) Company mission

8. WFTU refers to

- (a) Workers Federation for Trade Unions
- (c) Western Federation of Technical Unions

- (b) World Federation of Trade Unions
- (d) World Fund for Trade Unionism

9. Statutory welfare measures are

- (a) Non-mandatory facilities
- (c) Enforced by law

- (b) Based on employer's wish
- (d) Unions' internal guidelines

10. Convention and Recommendations in IR are issued by

- (a) Trade Unions
- (c) International Labour Organization

- (b) Parliament
- (d) Labour Department

N-3118

11. Social obligations of industries include

- (a) Market domination
- (c) Product packaging

- (b) Employee rights protection
- (d) Cost control

12. Education and training schemes help to

- (a) Reduce production
- (c) Cut costs

- (b) Promote outsourcing
- (d) Upskill and empower workers

13. Which of the following is not a type of negotiation?

- (a) Distributive
- (c) Fixed salary

- (b) Integrative
- (d) Mutual gain

14. Works committees aim to

- (a) Increase profits
- (c) Supervise strikes

- (b) Facilitate employer-employee cooperation
- (d) Approve policies

15. Voluntary arbitration is done with

- (a) Court compulsion
- (c) Labour department order

- (b) Consent of both parties
- (d) Law enforcement involvement

N-3118

16. Grievance procedure is important because it

(a) Encourages unrest

(c) Builds trust and discipline

(b) Reduces communication

(d) Promotes industrial disputes

17. The goal of collective bargaining is

(a) Price fixation

(c) Mutual agreement between employer and employee

(b) Government subsidy

(d) Increasing industrial disputes

18. Code of conduct in IR ensures

(a) Promotion policies

(c) Increase in wages

(b) Political neutrality

(d) Ethical behaviour in workplace

19. Lockout is initiated by

(a) Employees

(c) Employers

(b) Customers

(d) Government

20. The main function of wage boards is to

(a) Recommend minimum wages

(c) Set tax limits

(b) Decide pricing

(d) Organize welfare schemes

N-3118

21. Industrial safety includes

- (a) Product defects
- (b) Legal representation
- (c) Prevention of workplace hazards
- (d) Design innovation

22. Which of the following is not a safety program?

- (a) Fire drills
- (b) Safety posters
- (c) Sales pitch
- (d) Equipment training

23. A key function of the safety committee is to

- (a) Schedule product launches
- (b) Handle design copyright
- (c) Prepare marketing plans
- (d) Oversee accident prevention

24. Insurance under IR welfare schemes primarily covers

- (a) Product loss
- (b) Office theft
- (c) Worker health and safety
- (d) Manager bonuses

25. House journals are used for

- (a) Internal employee communication
- (b) External communication
- (c) Product advertising
- (d) Customer relationship

N-3118

26. Personnel counselling deals with

- (a) Financial accounting
- (c) Recruitment policy

- (b) Career guidance and grievance handling
- (d) Brand endorsements

27. Contract labour refers to

- (a) Government workers
- (c) Hired through third-party contractors

- (b) Permanent employees
- (d) Daily commuters

28. Social security ensures

- (a) Job transfer
- (c) Protection against employment-related risks

- (b) Workplace automation
- (d) Audit of union elections

29. Which of the following is an implication of child labour?

- (a) Increased innovation
- (c) Technological development

- (b) Higher employment
- (d) Social and educational disruption

30. ICTU is related to

- (a) Indian Coal Transport Union
- (c) International Confederation of Technical Unions

- (b) Irish Congress of Trade Unions
- (d) Industrial Code for Trade Unions

N-3118

31. The employer's social responsibility includes

- | | |
|---------------------------------------|-------------------------|
| (a) Paying taxes | (b) Maximizing profit |
| (c) Providing fair working conditions | (d) Organizing meetings |

32. Which of the following is a cause for strikes?

- | | |
|------------------------|--------------------------|
| (a) Improved relations | (b) Poor wage management |
| (c) Training workshops | (d) Higher bonus |

33. Ergonomics is important in the workplace for

- | | |
|-------------------------------------|-----------------------|
| (a) Team building | (b) Skill development |
| (c) Employee comfort and efficiency | (d) Advertising |

PART - B

(7 X 6 = 42)

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

34. (a) Fundamental Rights support industrial relations in India. Elucidate. Provide relevant constitutional provisions.

[OR]

(b) Describe the various types of trade unions and the structure of union organization in India.

35. (a) Analyze the contribution of national leaders to the trade union movement in pre- and post-independent India.

[OR]

(b) Discuss the importance of union recognition and challenges that arise due to inter- and intra-union rivalries.

36. (a) Explain the purpose of welfare funds and training schemes in the context of labour welfare.

[OR]

(b) Explain the social obligations of industries toward employees. How does the government ensure compliance?

37. (a) Explain conciliation. How is it different from adjudication in industrial dispute resolution?

[OR]

(b) Explain the steps involved in grievance redressal.

38. (a) Elaborate on the problems and prospects of collective bargaining in the Indian industrial setup.

[OR]

(b) Discuss the functions of wage boards and their effectiveness in settling industrial disputes.

39. (a) Elaborate the implications of safety codes and conduct for industrial employees.

[OR]

(b) Explain the insurance schemes and damage control systems adopted by industries for worker safety.

40. (a) Discuss the benefits of upward communication in an organization? Illustrate with examples.

[OR]

(b) Explain differently abled labour and the role of BPO/KPO in inclusive employment.

N-3118

N-3120**COURSE CODE****205433C1/205533**

ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
Second Year - Third Semester
(COMMON FOR M.B.A. (GENERAL)/ M.B.A. (FM))
MANAGEMENT OF FUNDS
(CBCS - 2020 onwards)

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. Which of the following is a method of funds mobilization for a corporation?

(a) IPO (Initial Public Offering)

(b) Quarterly dividend payments

(c) Employee salary deductions

(d) Corporate taxation

2. In financial markets, the primary role of investment banks is to:

(a) Manage retail banking services

(b) Facilitate the buying and selling of securities

(c) Provide mortgage loans

(d) Administer government grants

3. Which financial instrument represents ownership in a company?

(a) Treasury bills

(b) Corporate bonds

(c) Common stock

(d) Preferred stock

4. A mutual fund pools money from multiple investors to:

(a) Invest in a diversified portfolio of securities

(b) Provide loans to small businesses

(c) Offer insurance coverage to its shareholders

(d) Acquire real estate properties

5. What is the primary function of financial institutions in fund mobilization?

(a) Act as regulatory bodies for financial transactions

(b) Channel savings into productive investments

(c) Manage government expenditure

(d) Provide subsidies to businesses

N-3120

6. The role of central banks in fund mobilization includes:

- (a) Managing corporate mergers and acquisitions
- (b) Issuing currency and regulating monetary policy
- (c) Providing direct loans to individual consumers
- (d) Managing retail banking services

7. What role do credit rating agencies play in fund mobilization?

- (a) Determining government fiscal policies
- (b) Providing loans to financial institutions
- (c) Assessing and rating the creditworthiness of borrowers
- (d) Administering stock market trading activities

8. The process of securitization involves:

- (a) Converting illiquid assets into tradable securities
- (b) Direct investment in high-risk ventures
- (c) Facilitating international trade agreements
- (d) Liquidating stocks for immediate cash flow

9. What does "capitalization" refer to in business finance?

- (a) The process of dividing profits among shareholders
- (b) The total value of a company's long-term funds, including debt and equity
- (c) The practice of raising short-term funds through borrowing
- (d) The distribution of dividends to preferred shareholders

10. What does the term "capital structure" refer to in business finance?

- (a) The mix of debt and equity used to finance a company's operations
- (b) The total assets owned by the company
- (c) The number of outstanding shares of common stock
- (d) The profit generated from investments

N-3120

11. Capital rationing occurs when a company:

- (a) Has unlimited access to financial resources
- (b) Faces constraints on available investment funds
- (c) Pursues aggressive expansion strategies
- (d) Relies solely on equity financing

12. What is a characteristic of capital rationing in business decision-making?

- (a) Allocating funds without considering the project's risk level
- (b) Prioritizing projects solely based on their profitability
- (c) Selecting a combination of projects that maximizes returns within budget constraints
- (d) Ignoring the company's cost of capital in investment decisions

13. What influences the prevailing conditions in capital markets?

- (a) Government fiscal policies
- (b) Climate change initiatives
- (c) International sports events
- (d) Consumer spending habits

14. Which instrument provides a fixed income and is issued by governments or corporations?

- (a) Treasury bills
- (b) Common stock
- (c) Derivatives
- (d) Real estate investment trusts (REITs)

15. What does the term "tax treatment" mean in finance?

- (a) Applying bandages to financial losses
- (b) The legal handling of taxes related to financial transactions
- (c) Setting financial goals for tax exemptions
- (d) Trading financial instruments for tax benefits

N-3120

16. What factor can influence the variety of financial instruments available in a capital market?

- (a) Technological advancements
- (b) Political instability
- (c) Fashion trends
- (d) Cultural preferences

17. What is the primary concern in capital structure decisions for a company?

- (a) Maximizing short-term profits
- (b) Minimizing the cost of equity
- (c) Balancing risk and return
- (d) Achieving high liquidity ratios

18. Which represents an explicit cost of financing for a company?

- (a) The opportunity cost of using retained earnings
- (b) Interest payments on debt
- (c) The risk premium demanded by shareholders
- (d) The increase in stock price due to positive news

19. What is the primary difference between liquidity and solvency?

- (a) Liquidity refers to long-term financial stability, while solvency pertains to short-term cash availability
- (b) Solvency is the ability to meet short-term obligations, while liquidity focuses on long-term viability
- (c) Liquidity is the ability to meet short-term obligations, while solvency concerns long-term financial health
- (d) Solvency and liquidity are interchangeable terms in financial management

20. How does a high level of liquidity impact a company's financial position?

- (a) It indicates potential insolvency issues
- (b) It signals strong financial health and flexibility
- (c) It leads to increased borrowing costs
- (d) It implies inefficiency in managing assets

N-3120

21. Interest coverage ratio is calculated as:

- (a) Earnings before interest and taxes (EBIT) divided by interest expense (b) Net income divided by total debt
(c) Total assets divided by equity (d) Earnings per share divided by interest payments

22. What does a high interest coverage ratio typically indicate about a company?

- (a) The company has minimal debt obligations (b) The company can comfortably meet its interest payments
(c) The company is experiencing financial distress (d) The company is not profitable

23. In financial statements, a finance lease is reflected as:

- (a) A liability and an asset on the balance sheet (b) An operating expense on the income statement
(c) An intangible asset (d) A direct reduction of shareholder equity

24. How does a capital lease differ from an operating lease?

- (a) Capital leases are shorter in duration than operating leases (b) Capital leases transfer ownership rights to the lessee eventually
(c) Operating leases involve higher lease payments (d) Capital leases are recorded as operating expenses

25. Venture capital is primarily associated with:

- (a) Funding established public companies (b) Investing in mature industries
(c) Supporting startups with high growth potential (d) Providing long-term loans to governments

N-3120

26. Which stage of a company's growth cycle is most likely to attract venture capital investment?

- (a)Seed stage (b)Expansion stage
(c)Maturity stage (d)Decline stage

27. International financing often involves:

- (a)Borrowing funds solely from domestic sources (b)Financing activities conducted within a single country
(c)Cross-border transactions and funding from foreign sources (d)Acquiring funds exclusively from government agencies

28. Multilateral financing institutions are primarily known for:

- (a)Providing loans to individual investors (b)Offering financial aid to specific industries
(c)Supporting economic development and stability across multiple countries (d)Funding government infrastructure projects exclusively

29. Multinational Corporations (MNCs) often use which financial instrument to manage currency exchange rate risks?

- (a)International bonds (b)Forward contracts
(c)Corporate stocks (d)Treasury bills

30. How do Multinational Corporations typically finance their foreign operations?

- (a)Solely through domestic banks (b)Using foreign currencies to minimize risks
(c)A combination of internal funds and external financing (d)Relying on government subsidies

N-3120

31. What does the term "working capital management" primarily involve?

- (a) Management of long-term investments (b) Handling day-to-day operational expenses
 (c) Strategic planning for mergers and acquisitions (d) Managing shareholder dividends

32. The purpose of cash flow management in funds management is to:

- (a) Maximize short-term profits (b) Ensure sufficient liquidity for operational needs
 (c) Invest in long-term projects (d) Minimize tax liabilities

33. What does "capital budgeting" involve in the context of fund management?

- (a) Managing the day-to-day cash flows of a company (b) Evaluating and selecting long-term investment projects
 (c) Allocating funds for marketing and advertising (d) Managing the capital structure of the company

PART - B

(7 X 6 = 42)

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

34. (a) Explain the meaning and importance of funds.

[OR]

(b) Explain the different sources of funds.

35. (a) Discuss briefly about role of financial systems in mobilization of funds.

[OR]

(b) Explain the methods in considering in fund allocation.

36. (a) Discuss about management of risks.

[OR]

(b) Explain the tools for capital budgeting.

37. (a) Explain the various instruments in funds.

[OR]

(b) Write about the explicit and implicit costs.

38. (a) Describe the types of capital structures.

[OR]

(b) Discuss the concept of acquisition for specific allocation.

39. (a) Explain the types of leasing.

[OR]

(b) Explain the Pros and cons of venture financing.

40. (a) Discuss about international financing and investments.

[OR]

(b) Explain the opportunities in investing abroad.

N-3120

N-3121**COURSE CODE****205434A2/****205834**

ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
Second Year - Third Semester
COMMON FOR MBA (G/HRM)
LABOUR LEGISLATIONS – I
(CBCS - 2020 onwards)

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. How many days of annual leave is a worker entitled to after 240 days of work in a calendar year?
(a)7 (b)10
(c)12 (d)15
2. Who is responsible for the provision of crèche facilities in a factory employing more than 30 women workers?
(a)Workers' union (b)Factory Inspector
(c)Occupier (d)Labour Commissioner
3. Who is empowered to inspect factories under the Factories Act, 1948?
(a)Factory Owner (b)Labour Union
(c)Factory Inspector (d)Accountant
4. Failure to appoint a manager or send notice of occupation is punishable under which section?
(a)Section 6 (b)Section 7
(c)Section 92 (d)Section 101
5. If a worker has worked less than one month, wages are calculated based on:
(a)Average monthly wage of similar workers (b)Arbitrary decision
(c)Daily wage × 20 days (d)Any minimum wage fixed

N-3121

6. Review of half-monthly compensation payments is allowed in case of:

- (a) Change in employment only
- (c) Employer's request

- (b) Change in medical condition of the workman
- (d) End of financial year

7. Returns as to compensation are to be submitted to:

- (a) Central Government
- (c) State Government

- (b) Labour Union
- (d) Commissioner

8. An appeal against the Commissioner's order can be filed in the:

- (a) Supreme Court
- (c) Labour Court

- (b) High Court
- (d) District Court

9. Industrial Dispute' under the Act refers to a dispute between:

- (a) Government and employee
- (c) Employer and workmen

- (b) Employer and supplier
- (d) Customer and businessman

10. A dispute can be referred to adjudication by the appropriate government only if:

- (a) The dispute is between two managers
- (c) The employee agrees

- (b) There is a failure of conciliation
- (d) The employer is absent

N-3121

11. A strike becomes illegal if it is held in breach of which section of the Act?

(a)Section 22 and 23

(b)Section 25

(c)Section 12

(d)Section 15

12. Before closure, how many days' notice must be given by an employer to the appropriate government?

(a)15 days

(b)30 days

(c)60 days

(d)90 days

13. The Industrial Disputes Act empowers the appropriate government to exempt any establishment from the provisions of the Act under:

(a)Section 25N

(b)Section 36

(c)Section 36B

(d)Section 36A

14. As per Section 33 of the Industrial Disputes Act, during the pendency of proceedings, the employer:

(a)Can terminate workers freely

(b)Cannot alter service conditions without permission

(c)Must hire more workers

(d)Can reduce wages of workers

15. Inspectors appointed under the Act have the power to:

(a)Arrest employees

(b)Dismiss workers

(c)Enter any establishment and examine records

(d)Impose taxes

N-3121

16. Weekly holiday is mandatory under the Act. It should be at least:

- (a) One day in a week
- (c) Every alternate day

- (b) Two days in a week
- (d) As per the employer's wish

17. If an employer fails to pay the ESI contributions, it may result in:

- (a) Tax benefits
- (c) Penalty and legal action

- (b) Appreciation certificate
- (d) Loan sanction

18. Which section of the ESI Act relates to the formation of the Medical Benefit Council?

- (a) Section 4
- (c) Section 17

- (b) Section 10
- (d) Section 22

19. The ESI Act applies to employees drawing wages up to a specified limit, which is revised by:

- (a) Labour Court
- (c) Appropriate Government

- (b) ESIC
- (d) High Court

20. An employer who fails to pay contributions may face imprisonment for up to:

- (a) 1 month
- (c) 2 years

- (b) 3 months
- (d) 5 years

N-3121

21. The Employees' Deposit-Linked Insurance (EDLI) scheme is introduced under:

(a)Section 6B

(b)Section 6C

(c)Section 7

(d)Section 9

22. Which body administers the Employees' Provident Fund scheme?

(a)LIC

(b)ESIC

(c)EPFO

(d)RBI

23. The primary duty of an EPF Inspector/Enforcement Officer is to:

(a)Collect taxes

(b)Check attendance records

(c)Ensure compliance with the provisions of the Act
and inspect records

(d)Appoint employees

24. An inspector has the power to:

(a)Arrest the employer

(b)Seize company property

(c)Enter any establishment and examine books,
registers, and documents

(d)Dismiss employees

25. In case of transfer of ownership, the new employer is:

(a)Not liable for past dues

(b)Fully liable for all EPF dues

(c)Liable only for bonus

(d)Liable only for salaries

N-3121

26. Exempted establishments must maintain their own:

- | | |
|-------------------------|--------------------|
| (a)Library | (b)Security system |
| (c)Provident fund trust | (d)Medical camp |

27. The employer–employee relationship in contract labour is primarily between:

- | | |
|--------------------------------------|----------------------------|
| (a)Government and worker | (b)Contractor and worker |
| (c)Principal employer and contractor | (d)Labour court and worker |

28. The Act promotes resolution of issues at the workplace by empowering:

- | | |
|--|---------------------|
| (a)Trade unions alone | (b)Panchayats |
| (c)Inspectors and registering officers | (d)Contractors only |

29. Conditions of service during pendency of a dispute shall:

- | | |
|---------------------------|--|
| (a)Be altered immediately | (b)Remain unchanged without permission |
| (c)Be decided by HR | (d)Be left to the worker's choice |

30. Labour Courts and Industrial Tribunals are constituted under the authority of:

- | | |
|---------------------------|----------------------------|
| (a)Ministry of Finance | (b)Ministry of Environment |
| (c)Appropriate Government | (d)Trade Union |

N-3121

31. The method of calculating wages is provided in:

- | | |
|--------------------|---------------|
| (a)Section 2(1)(m) | (b)Section 4 |
| (c)Section 6 | (d)Section 10 |

32. Who distributes compensation in case of a worker's death?

- | | |
|--|----------------------|
| (a)Employer | (b)Contractor |
| (c)Commissioner for Workmen's Compensation | (d)Insurance Company |

33. The EPF scheme is applicable to establishments employing at least:

- | | |
|---------------|---------------|
| (a)10 persons | (b)15 persons |
| (c)20 persons | (d)25 persons |

PART - B

(7 X 6 = 42)

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

34. (a) Explain the provisions for leave with wages under the Factories Act, 1948. How is leave calculated and granted to factory workers?

[OR]

(b) Outline the procedure and legal consequences if an occupier fails to inform the authorities about the change of manager in a factory.

35. (a) Differentiate between permanent total disablement and permanent partial disablement under the Act. How is compensation calculated in both cases?

[OR]

(b) How does the Act ensure transparency and accountability in the payment and disbursement of compensation? Refer to the roles of both the employer and Commissioner.

36. (a) Discuss the different types of authorities established under the Industrial Disputes Act, 1947 for the investigation and settlement of industrial disputes.

[OR]

(b) Define 'lay-off' and 'retrenchment' under the Industrial Disputes Act, 1947. How do they differ? Mention the compensation provisions applicable.

37. (a) Why does the Industrial Disputes Act restrict changes in service conditions during dispute proceedings? How does it protect the interests of workmen?

[OR]

(b) Explain the welfare and employment-related benefits provided to workers under the Shops and Establishments Act. How do these provisions protect employee rights in non-factory sectors?

38. (a) Explain the provisions relating to contributions under the ESI Act, 1948. What are the current rates of contribution by the employer and employee?

[OR]

(b) How does the ESI Act ensure accountability through penal provisions and the role of enforcement authorities? Support your answer with examples.

39. (a) What are the key features and provisions of the Employees' Provident Fund (EPF) Scheme under Section 5 of the Act?

[OR]

(b) Explain the procedure for determination of money due from an employer under Section 7A of the EPF Act. What powers are given to the authorities to assess such dues?

40. (a) Describe the provisions related to exemption under Section 17 of the EPF Act. Under what conditions can an establishment seek exemption from the EPF Scheme?

[OR]

(b) What measures are provided in the Act to ensure fair treatment and working conditions for contract labourers? How does the Act promote resolution of disputes at the workplace level?

N-3121

N-3123**COURSE CODE****205434C2/****205534**

ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
Second Year - Third Semester
(COMMON FOR M.B.A. (GENERAL)/FM)
INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
(CBCS - 2020 onwards)

Time : 2 Hours

Maximum : 75 Marks

(33 X 1 = 33)

PART - A

Answer **all** the questions.

1. Which of the following is not a characteristic of investment?
(a)Risk (b)Return
(c)Speculation (d)Time
2. Which is a physical investment?
(a)Equity shares (b)Bonds
(c)Gold (d)Mutual funds
3. Investment is mainly for:
(a)Gambling (b)Quick profit
(c)Future benefits (d)Tax evasion
4. Speculation is characterized by:
(a)High risk and short-term (b)Long-term planning
(c)Stable returns (d)Government bonds
5. Which is a financial asset?
(a)Building (b)Gold
(c)Mutual fund (d)Artwork

N-3123

6. Which of these is not an investment avenue?

- (a) Real estate
- (c) Paintings

- (b) Bank deposits
- (d) Derivatives

7. Which security pays a fixed return?

- (a) Equity
- (c) Preference shares

- (b) Bonds
- (d) Debentures

8. Derivatives derive value from:

- (a) Own performance
- (c) Underlying asset

- (b) Company assets
- (d) Annual report

9. The reward for taking risk is:

- (a) Capital
- (c) Price

- (b) Return
- (d) Cost

10. Return on investment considers:

- (a) Interest
- (c) Income and capital gain

- (b) Risk
- (d) Brokerage

N-3123

11. Total risk includes:

- (a) Only systematic risk
- (c) Market risk

- (b) Unsystematic risk
- (d) Both systematic and unsystematic risks

12. Standard deviation is a measure of:

- (a) Return
- (c) Trend

- (b) Risk
- (d) Liquidity

13. Systematic risk is also known as:

- (a) Unique risk
- (c) Market risk

- (b) Diversifiable risk
- (d) Asset-specific risk

14. Which of the following eliminates unsystematic risk?

- (a) Buying more of same stock
- (c) Selling all stocks

- (b) Diversification
- (d) Borrowing

15. Fundamental analysis helps to determine:

- (a) Intraday prices
- (c) Intrinsic value

- (b) Speculation value
- (d) Trendline

N-3123

16. Technical analysis ignores:

- (a) Price trends
- (c) Economic conditions

- (b) Market news
- (d) Volume

17. Dow Theory helps in:

- (a) Portfolio balancing
- (c) Market trend prediction

- (b) Risk analysis
- (d) Derivative pricing

18. Support level in charting is:

- (a) Upper resistance
- (c) Technical flaw

- (b) Lower price limit
- (d) Trend volume

19. Candle-stick charts are used in:

- (a) Fundamental analysis
- (c) Technical analysis

- (b) Econometrics
- (d) Sectoral study

20. Efficient Market Hypothesis assumes:

- (a) Information is free and available
- (c) Market can be manipulated

- (b) Only few investors know info
- (d) Prices are irrational

N-3123

21. Portfolio refers to:

(a) Only stocks

(c) Collection of investments

(b) Only bonds

(d) Cash balance

22. Markowitz theory emphasizes:

(a) Hedging

(c) Diversification

(b) Single security return

(d) Budgeting

23. Efficient frontier shows:

(a) Random outcomes

(c) Optimal portfolios

(b) Unstable returns

(d) Return above market

24. CAPM was developed by:

(a) Fisher

(c) Sharpe and Lintner

(b) Keynes

(d) Friedman

25. CAPM assumes:

(a) Irrational investors

(c) Homogeneous expectations

(b) Unlimited borrowing

(d) Heterogeneous portfolios

N-3123

26. Beta in CAPM is a measure of:

- (a) Risk-free return
- (c) Systematic risk

- (b) Market return
- (d) Unsystematic risk

27. SML connects:

- (a) Treasury bills and inflation
- (c) Equity and bonds

- (b) Beta and expected return
- (d) Liquidity and volume

28. Sharpe Ratio is used to measure:

- (a) Absolute risk
- (c) Company sales

- (b) Risk-adjusted return
- (d) Alpha

29. Treynor Ratio considers:

- (a) Total risk
- (c) ROI

- (b) Beta
- (d) EPS

30. Jensen's Alpha measures:

- (a) Market return
- (c) Fund volatility

- (b) Manager performance
- (d) Time value

N-3123

31. Portfolio revision may be caused by:

- (a) Change in inflation
- (c) Interest rate change

- (b) Change in investor goals
- (d) All of the above

32. A formula plan is used in:

- (a) Banking
- (c) Portfolio revision

- (b) Insurance
- (d) Tax calculation

33. Performance evaluation of a portfolio excludes:

- (a) Sharpe Ratio
- (c) ROI

- (b) CAPM
- (d) Company P/E

PART - B

(7 X 6 = 42)

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

34. (a) Explain the different types of investments with suitable examples.

[OR]

(b) Compare and contrast investment, speculation, and gambling with examples.

35. (a) Describe various financial investment avenues available to investors in India.

[OR]

(b) Discuss the different methods of computing return on individual securities and portfolios.

36. (a) Explain the different types of investment risks. How is risk measured for individual securities and portfolios?

[OR]

(b) What is fundamental analysis? Discuss its three major components.

37. (a) Define technical analysis. What are its assumptions and how does it differ from fundamental analysis?

[OR]

(b) Discuss the role of confidence index, market breadth, and strength analysis in technical analysis.

38. (a) Explain the concept of Markowitz diversification and the efficient frontier.

[OR]

(b) Describe the Sharpe's Single and Two-Factor Models with applications in portfolio construction.

39. (a) Explain the assumptions and applications of the Capital Asset Pricing Model (CAPM).

[OR]

(b) Define and differentiate the weak, semi-strong, and strong forms of Efficient Market Hypothesis (EMH)

40. (a) Discuss the different measures of portfolio performance: Sharpe Ratio, Treynor Ratio, and Jensen's Alpha.

[OR]

(b) What is the need for portfolio audit and revision? Describe the different methods of portfolio revision.

N-3123

N-3124**COURSE CODE****205435A3/****205835**

ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
Second Year - Third Semester
COMMON FOR MBA (G)/ (HRM)
TRAINING AND DEVELOPMENT
(CBCS - 2020 onwards)

Time : 2 Hours

Maximum : 75 Marks

(33 X 1 = 33)

PART - A

Answer **all** the questions.

1. What is the main objective of training?
 - (a) Improve employee satisfaction
 - (b) Enhance employee performance
 - (c) Increase workload
 - (d) Reduce HR cost

2. Which of the following is a horizontal level of training?
 - (a) CEO level training
 - (b) Cross-departmental training
 - (c) Operational training
 - (d) Strategic training

3. What is the first step in training need assessment?
 - (a) Program evaluation
 - (b) Task analysis
 - (c) Organizational analysis
 - (d) Cost-benefit analysis

4. What is GST primarily related to?
 - (a) Professional tax
 - (b) Service tax
 - (c) Indirect taxation
 - (d) Direct taxation

5. Which of the following is a key duty of a training manager?
 - (a) Designing marketing strategies
 - (b) Conducting performance reviews
 - (c) Identifying training needs
 - (d) Preparing financial reports

N-3124

6. Organizational climate for training refers to:

- (a) External environment
- (c) Geographical climate

- (b) Organizational support for training
- (d) Industrial labour policies

7. Which of the following is an off-the-job training method?

- (a) Job rotation
- (c) Simulation

- (b) Coaching
- (d) Apprenticeship

8. What is a key feature of executive development programmes?

- (a) Focus on technical skills
- (c) Focus on leadership and decision-making

- (b) Focus on blue-collar workers
- (d) Focus on routine jobs

9. What is a key parameter for measuring training effectiveness?

- (a) Number of training days
- (c) Key performance indicators (KPI)

- (b) Number of trainers
- (d) Training budget

10. Which of the following is not a type of training evaluation?

- (a) Formative
- (c) Diagnostic

- (b) Summative
- (d) Passive

N-3124

11. ROI in training stands for:

- (a)Rate of implementation
- (b)Return on investment
- (c)Ratio of input
- (d)Record of initiatives

12. What is a key factor in fixing training duration?

- (a)Cost per employee
- (b)Experience of trainer
- (c)Learning cycle
- (d)Type of industry

13. CSR funds in India are being used for:

- (a)Political campaigns
- (b)Financial investments
- (c)Training and development programs
- (d)Audit and taxation

14. Kirkpatrick's model is related to:

- (a)Organizational structure
- (b)Evaluation of training effectiveness
- (c)Compensation analysis
- (d)Recruitment testing

15. What is the difference between training and development?

- (a)Training is for future roles, development is for current
- (b)Development is for current roles, training is for future
- (c)Training is job-specific, development is career-oriented
- (d)Both are same

N-3124

16. Which analysis helps in identifying gaps in employee performance?

- (a) Individual analysis
- (c) Location analysis

- (b) Product analysis
- (d) Financial analysis

17. Which is not an internal source of trainer?

- (a) Line manager
- (c) External consultant

- (b) Departmental head
- (d) HR executive

18. What type of training is typically provided to new recruits?

- (a) Executive coaching
- (c) On-the-job training

- (b) Induction training
- (d) Technical seminar

19. Which method of training involves actual working conditions?

- (a) Simulation
- (c) Role-play

- (b) Vestibule
- (d) On-the-job

20. Which tax is levied by the state on professional income?

- (a) GST
- (c) Professional tax

- (b) Income tax
- (d) Capital gains tax

N-3124

21. Which of the following is part of performance consulting?

- (a) Tax planning
- (c) Public relations

- (b) Strategic training alignment
- (d) Recruitment

22. Which component is not part of a training climate?

- (a) Openness
- (c) Resistance

- (b) Support
- (d) Cultural adaptation

23. What is the most direct method to assess ROI?

- (a) Survey analysis
- (c) CPA analysis

- (b) IRR calculation
- (d) Cost-benefit analysis

24. What is the final step in training evaluation according to Kirkpatrick?

- (a) Reaction
- (c) Behaviour

- (b) Learning
- (d) Results

25. What are learning cycles mainly based on?

- (a) Employee age
- (c) Trainer profile

- (b) Feedback and reflection
- (d) Technical tools

N-3124

26. Which of the following is true about simulation training?

- (a) Done in actual workplace
- (b) High risk involved
- (c) Uses artificial environments
- (d) Not suitable for executive training

27. Which training method is commonly used in defence?

- (a) Apprenticeship
- (b) Case study
- (c) Role play
- (d) Simulation

28. What is the main purpose of executive development?

- (a) Learning basic operations
- (b) Managing routine tasks
- (c) Preparing for leadership roles
- (d) Handling grievances

29. IRR in training evaluation stands for:

- (a) Internal Revenue Reporting
- (b) Internal Rate of Return
- (c) Indexed Return Ratio
- (d) International ROI

30. What does CPA stand for in training?

- (a) Certified Public Accountant
- (b) Cost Performance Analysis
- (c) Critical Process Application
- (d) Current Policy Alignment

N-3124

31. Ice-breaking sessions are used in training to:

- | | |
|------------------------|----------------------------|
| (a) Improve discipline | (b) Build rapport and ease |
| (c) Assess knowledge | (d) Conduct evaluation |

32. Which is a key trait for a successful trainer?

- | | |
|----------------------|---------------------------------|
| (a) Financial skills | (b) Interpersonal communication |
| (c) Sales skills | (d) Legal knowledge |

33. What is included in task analysis?

- | | |
|------------------------------------|--------------------------|
| (a) Product profitability | (b) Time taken for break |
| (c) Job roles and performance gaps | (d) Compensation range |

PART - B

(7 X 6 = 42)

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

34. (a) Explain the meaning, objectives, and need for training in modern organizations.

[OR]

(b) Discuss the different levels of training: individual, operational, and organizational.

35. (a) What is training need assessment? Explain its types and significance in designing training programs.

[OR]

(b) Explain the importance of training in manufacturing and service organizations with examples.

36. (a) What are the duties and responsibilities of training managers?

[OR]

(b) Explain the meaning, importance, and implications of employee training.

37. (a) Explain the different areas of training: knowledge, skill, and attitude.

[OR]

(b) What are Executive Development Programmes (EDPs)? Discuss their nature and scope.

38. (a) Describe the various methods used for evaluating the effectiveness of training and development programs.

[OR]

(b) Define training evaluation. Discuss its nature, types, and significance.

39. (a) What is ROI in training? How is it calculated and why is it important?

[OR]

(b) Discuss the current practices in assessing training and development in Indian organizations.

40. (a) Outline the Government's policy on training and development in India, including budget allocation and CSR involvement.

[OR]

(b) Explain the role of public and private training institutions and management associations in India.

N-3124

N-3126**COURSE CODE****205435C3/****205535**

**ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
Second Year - Third Semester
COMMON FOR MBA (GENERAL/FM)
FINANCIAL SERVICES AND INSTITUTIONS
(CBCS - 2020 onwards)**

Time : 2 Hours

Maximum : 75 Marks

(33 X 1 = 33)

PART - A

Answer **all** the questions.

1. Which of the following is not a function of financial services?
 - (a)Capital formation
 - (b)Allocation of funds
 - (c)Regulation of industries
 - (d)Mobilization of savings

2. Merchant banking primarily deals with:
 - (a)Public and private placement of securities
 - (b)Commercial banking services
 - (c)Insurance underwriting
 - (d)Loan recovery

3. SEBI regulations apply to:
 - (a)Cooperative societies
 - (b)Lead managers in merchant banking
 - (c)Real estate developers
 - (d)Retail traders

4. Which of the following is not a type of mutual fund scheme?
 - (a)Equity fund
 - (b)Debt fund
 - (c)Endowment fund
 - (d)Balanced fund

5. The first mutual fund in India was established by:
 - (a)SEBI
 - (b)LIC
 - (c)UTI
 - (d)SBI

N-3126

6. CRISIL is known for:
- (a) Tax advisory
 - (b) Credit rating services
 - (c) Stock exchange
 - (d) Insurance coverage
7. Which factor does not contribute to credit rating?
- (a) Management quality
 - (b) Industry trends
 - (c) Horoscope
 - (d) Past repayment behaviour
8. Which is an international credit rating agency?
- (a) IRDA
 - (b) Fitch
 - (c) NABARD
 - (d) SIDBI
9. UTI and LIC provide:
- (a) Trade license services
 - (b) Educational loans
 - (c) Portfolio management services
 - (d) Legal advisory
10. Which of the following is a key service provided by NBFCs?
- (a) Legal arbitration
 - (b) Credit rating
 - (c) Loans and advances
 - (d) Police verification

N-3126

11. Which of these is a Development Financial Institution in India?

(a)RBI

(b)IDBI

(c)SEBI

(d)NABARD

12. Gilt-edged securities are issued by:

(a)Corporates

(b)Mutual funds

(c)Government

(d)NBFCs

13. OTCEI stands for:

(a)Over the Counter Exchange of India

(b)Online Trading Centre of Eastern India

(c)Organized Trade Credit Exchange of India

(d)Open Treasury Corporation Exchange of India

14. SEBI is responsible for:

(a)Tax collection

(b)Environmental protection

(c)Capital market regulation

(d)Postal services

15. Financial instruments include:

(a)Shares and bonds

(b)Machines and tools

(c)Buildings and real estate

(d)None of the above

N-3126

16. Which of these is a feature of financial services?

- (a) Tangibility
- (c) Perishable

- (b) Intangible and customer-oriented
- (d) Concrete deliverables

17. Merchant bankers are regulated by:

- (a) RBI
- (c) IRDA

- (b) SEBI
- (d) TRAI

18. Mutual funds help in:

- (a) Stockbroking
- (c) Risk diversification

- (b) Tax evasion
- (d) Commodity pricing

19. Performance of mutual funds is evaluated based on:

- (a) NAV
- (c) P/E Ratio

- (b) EPS
- (d) Asset turnover

20. CARE is a:

- (a) Financial newspaper
- (c) Banking association

- (b) Credit rating agency
- (d) Insurance product

N-3126

21. The debt rating assesses:

- (a) The equity price movement
- (c) Performance of gold assets

- (b) Repayment ability of debt instruments
- (d) Banking reforms

22. LIC is primarily engaged in:

- (a) Currency printing
- (c) Insurance and investment

- (b) Loan syndication
- (d) Agricultural research

23. The role of IDBI includes:

- (a) Issuing currency
- (c) Monitoring inflation

- (b) Providing long-term finance for industrial development
- (d) Conducting entrance exams

24. IFCI was originally established to:

- (a) Promote foreign investments
- (c) Finance industrial projects

- (b) Provide short-term loans
- (d) Act as a central bank

25. Gilt securities are also referred to as:

- (a) Government securities
- (c) Preference shares

- (b) Gold-backed bonds
- (d) Debentures of PSUs

N-3126

26. BSE stands for:

- (a) Bombay Stock Exchange
- (c) Bharat Securities Exchange

- (b) Bank Stock Exchange
- (d) None of the above

27. NSE is known for introducing:

- (a) Regional trading
- (c) Electronic trading system

- (b) Floor-based trading
- (d) Barter system

28. Investor education is promoted by:

- (a) SEBI
- (c) LIC

- (b) RBI
- (d) IRDA

29. Investment consultancies help investors by:

- (a) Filing taxes
- (c) Giving advice on investment avenues

- (b) Providing credit
- (d) Selling insurance

30. Which one is not a development financial institution?

- (a) ICICI
- (c) SIDBI

- (b) IFCI
- (d) BSE

N-3126

31. The main regulator of the securities market in India is:

- (a) RBI (b) SEBI
(c) NABARD (d) IRDA

32. NBFCs are allowed to:

- (a) Accept demand deposits (b) Offer banking services
(c) Provide financial services without a banking license (d) Print currency

33. Which of these helps small investors invest in diversified portfolios?

- (a) Venture capital (b) Mutual funds
(c) Treasury bills (d) Corporate bonds

PART - B

(7 X 6 = 42)

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

34. (a) Explain the concept, characteristics, and scope of financial services in India.

[OR]

(b) Define merchant banking and explain its importance and functions in capital markets.

35. (a) What are the SEBI regulations concerning lead managers in merchant banking?

[OR]

(b) Define mutual funds. Explain their features, types, and significance in the Indian financial market.

36. (a) Trace the history and recent developments of the mutual fund industry in India.

[OR]

(b) Define credit rating. Discuss its objectives and importance in the financial system.

37. (a) Describe the rating process followed by credit rating agencies such as CRISIL, ICRA, and CARE.

[OR]

(b) What are the key factors contributing to the success of a credit rating system?

38. (a) Explain how to interpret different grades of credit rating and their implications for investors.

[OR]

(b) Discuss the role of UTI and LIC as major investment institutions in India.

39. (a) Define Non-Banking Financial Companies (NBFCs). Explain the need and functions of NBFCs in India.

[OR]

(b) Explain the role and functions of IDBI and IFCI as development financial institutions.

40. (a) Explain the functions of the Reserve Bank of India and its role in managing the gilt securities market.

[OR]

(b) Describe the role and organizational structure of BSE, NSE, and OTCEI in India's capital market.

N-3126

N-3128**COURSE CODE****205442A1/****205841**

ONLINE PROGRAMME EXAMINATIONS
M.B.A.DEGREE EXAMINATION, MAY 2026
Second Year - Fourth Semester
(COMMON FOR M.B.A. (G/HRM))
COMPENSATION MANAGEMENT
(CBCS - 2020 onwards)

Time : 2 Hours

Maximum : 75 Marks

(33 X 1 = 33)

PART - A

Answer **all** the questions.

1. Compensation refers to:

(a) Business profit

(b) Market revenue

(c) Employee reward system

(d) Budget planning

2. Wage levels are influenced by:

(a) Industry standards

(b) Foreign exchange

(c) Fashion trends

(d) Uniform policy

3. A good wage structure ensures:

(a) Ambiguity

(b) Fair internal alignment

(c) Cost cutbacks

(d) Inequity

4. A wage differential is based on:

(a) Equal timing

(b) Differing job profiles

(c) Uniform tasks

(d) Equal duties

5. A key objective of minimum wages is:

(a) Increase profits

(b) Reduce inflation

(c) Ensure fair living wage

(d) Decrease turnover

N-3128

6. The term "incentive" primarily means:

(a) Fine deduction

(c) Performance-based reward

(b) Base wage

(d) Recruitment bonus

7. Job evaluation techniques do NOT include:

(a) Ranking method

(c) Point method

(b) Paired comparison

(d) HR accounting

8. Executive compensation includes:

(a) Daily allowance

(c) Perks and stock options

(b) Hourly pay

(d) Wages only

9. A non-monetary incentive is:

(a) Profit sharing

(c) Verbal appreciation

(b) Medical claim

(d) Allowance

10. The Payment of Wages Act was passed in:

(a) 1935

(c) 1950

(b) 1936

(d) 1965

N-3128

11. Fringe benefits are:

- (a) Basic salary
- (c) Fines

- (b) Indirect compensation
- (d) Mandated by law

12. Key Performance Parameters help in:

- (a) Legal audit
- (c) Casual hiring

- (b) Evaluating employee performance
- (d) Wage reduction

13. Job analysis results in:

- (a) Performance pay
- (c) Budget report

- (b) Hiring rate
- (d) Job description

14. Which is NOT a factor in wage fixation?

- (a) Company policy
- (c) Product brand

- (b) Job worth
- (d) External equity

15. Compensation structure is designed to:

- (a) Increase attrition
- (c) Decrease morale

- (b) Avoid promotions
- (d) Maintain equity and motivation

N-3128

16. Wage Boards are used for:

- (a) Branding
- (b) Fixing industry wages
- (c) Negotiating bonuses
- (d) Customer care

17. Perquisites are:

- (a) Intangible benefits
- (b) Company-paid benefits
- (c) Weekly payments
- (d) Bonuses

18. A cafeteria compensation plan allows:

- (a) Uniform incentives
- (b) Bonus-only pay
- (c) Customizable benefit choices
- (d) Tax waivers

19. ESOP stands for:

- (a) Employer Stakeholder Option Plan
- (b) Earned Stock Option Plan
- (c) Employee Stock Ownership Plan
- (d) Employee Shortage Option Plan

20. Classification of rewards helps in:

- (a) Tax savings
- (b) Strategic compensation
- (c) Leave calculation
- (d) Legal compliance

N-3128

21. Direct compensation includes:

(a) Pension

(c) Gratuity

(b) Bonus and salary

(d) Uniform

22. Wage negotiations are typically between:

(a) HR and finance

(c) Workers and government

(b) Employer and employees/unions

(d) Employer and tax officials

23. Compensation benchmarking involves:

(a) Setting wages below market

(c) Ignoring competitors

(b) Comparing with peer organizations

(d) Job cuts

24. Knowledge workers are compensated for:

(a) Sales quantity

(c) Intellectual input

(b) Daily hours

(d) Production speed

25. Which is a typical performance-based reward?

(a) Office seat

(c) Spot bonus

(b) Basic salary

(d) Recognition pin

N-3128

26. Theories of wage determination include:

- (a) Game theory
- (c) Marketing theory

- (b) Subsistence theory
- (d) Distribution theory

27. Job worth is measured using:

- (a) Sales trends
- (c) Surveys

- (b) Evaluation method
- (d) Bonuses

28. International compensation must consider:

- (a) Cultural differences
- (c) Global branding

- (b) Uniform laws
- (d) Equal holidays

29. Which component affects executive pay?

- (a) Vacation
- (c) Seniority

- (b) Responsibility and performance
- (d) Designation only

30. Pay for performance is aligned with:

- (a) Productivity
- (c) HR grading

- (b) Minimum wage
- (d) Statutory leave

N-3128

31. Which is NOT part of compensation policy?

- (a) Incentives
- (c) Benefits

- (b) Inventory schedule
- (d) Pay scale

32. The goal of compensation management is:

- (a) Downsize HR
- (c) Reduce growth

- (b) Expand loans
- (d) Control payroll and motivate staff

33. An example of indirect compensation is:

- (a) Bonus
- (c) Sales target allowance

- (b) Overtime wage
- (d) Paid leave

PART - B

(7 X 6 = 42)

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

34. (a) Explain the objectives and elements of compensation.

[OR]

(b) What are the key factors influencing wage determination?

35. (a) Explain any two wage theories and their significance in compensation management.

[OR]

(b) Describe the principles of wage and salary administration.

36. (a) What are minimum wages? Explain the factors affecting wage fixation.

[OR]

(b) Give an account of the wage differentials and their causes.

37. (a) Discuss the role of trade unions in wage negotiations.

[OR]

(b) How does competition affect the wage structure of an organization?

38. (a) Explain the process of pay fixation and designing pay structures.

[OR]

(b) Describe the incentive schemes (any four) with suitable examples.

39. (a) What are fringe benefits? Explain different types with examples.

[OR]

(b) Define job evaluation. What are its objectives and basic methods?

40. (a) Describe performance-linked compensation and how it is implemented.

[OR]

(b) What are the emerging trends in executive and knowledge-worker compensation?

N-3128

N-3129

COURSE CODE

205443A2/

205844

ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
Second Year - Fourth Semester
(COMMON FOR M.B.A. (GENERAL / HRM))
LABOUR LEGISLATIONS - II
(CBCS - 2020 onwards)

Time : 2 Hours

Maximum : 75 Marks

(33 X 1 = 33)

PART - A

Answer **all** the questions.

1. The minimum bonus payable under the Bonus Act is:

(a)10%

(b)8.33%

(c)20%

(d)12%

2. Bonus is payable to employees drawing wages up to:

(a)₹15,000

(b)₹18,000

(c)₹21,000

(d)₹25,000

3. Allocable surplus refers to:

(a)Gross surplus

(b)Net profit after tax

(c)Percentage of available surplus

(d)67% of available surplus for non-banking companies

4. Interim bonus means:

(a)Bonus linked to fixed percentage

(b)Productivity-based bonus

(c)Advance bonus before accounting year ends

(d)Bonus paid annually

5. Direct tax payable by employer does NOT include:

(a)Income tax

(b)Gratuity

(c)Corporate tax

(d)Surcharge

N-3129

6. Set-on amount can be carried forward for how many years?
- (a)1 year (b)2 years
(c)4 years (d)5 years
7. Which act governs gratuity payments in India?
- (a)Employees Provident Fund Act (b)Payment of Wages Act
(c)Payment of Gratuity Act (d)Industrial Disputes Act
8. Nomination under Gratuity Act must be signed by:
- (a)Employer (b)Employee
(c)Inspector (d)Trade union
9. Gratuity is payable upon:
- (a)Resignation (b)Retirement
(c)Superannuation (d)All of the above
10. The Payment of Wages Act applies to employees drawing wages up to:
- (a)₹10,000 (b)₹12,000
(c)₹15,000 (d)₹24,000

N-3129

11. Time limit for wage payment after termination is:

- (a) 3 days
- (b) 7 days
- (c) 10 days
- (d) 14 days

12. Which of the following is not a valid deduction under the Wages Act?

- (a) Fines
- (b) Absence
- (c) Overstay in company quarters
- (d) Gratuity payment

13. Records under Wages Act must be kept for:

- (a) 2 years
- (b) 3 years
- (c) 5 years
- (d) 7 years

14. Which authority ensures implementation of Wages Act?

- (a) Court
- (b) Employer
- (c) Labour Inspector
- (d) Union leader

15. The term “scheduled employment” refers to:

- (a) Private companies
- (b) Employments notified by government
- (c) Government offices
- (d) Temporary work

N-3129

16. Minimum wages are fixed by:

(a) Central Govt only

(b) State Govt only

(c) Either Central or State Govt

(d) Labour Commissioner

17. Appropriate government reviews minimum wages every:

(a) 2 years

(b) 3 years

(c) 4 years

(d) 5 years

18. Contracting out of minimum wage provisions is:

(a) Legal

(b) Legal with consent

(c) Illegal

(d) Optional

19. Advisory Board under the Minimum Wages Act is appointed by:

(a) High Court

(b) Trade Union

(c) Appropriate Government

(d) Labour Court

20. Which of the following is not covered by Standing Orders?

(a) Termination of employment

(b) Bonus distribution

(c) Leave policy

(d) Work hours

N-3129

21. Standing Orders become effective after:

(a) Certification

(c) 30 days from submission

(b) 15 days from draft

(d) Company policy approval

22. Who is the authority for certifying standing orders?

(a) Labour Court

(c) HR Manager

(b) Certifying Officer

(d) Registrar

23. Certified Standing Orders are binding on:

(a) Employer

(c) Both employer and employees

(b) Employees

(d) Union members only

24. Trade Union Act was enacted in:

(a) 1920

(c) 1932

(b) 1922

(d) 1926

25. Trade Union registration is done under:

(a) Trade Unions Act

(c) Factories Act

(b) Wages Act

(d) Bonus Act

N-3129

26. Rights of trade unions include:

- (a) Imposing tax
- (b) Legal identity
- (c) Passing government orders
- (d) Canceling standing orders

27. Annual returns by trade unions must be filed with:

- (a) Factory Inspector
- (b) Labour Court
- (c) Registrar
- (d) Ministry of Law

28. Who has power to impose penalties under the Minimum Wages Act?

- (a) Advisory Board
- (b) Appropriate Government
- (c) Employer
- (d) District Magistrate

29. Payment of Bonus Act is applicable to establishments with at least:

- (a) 5 employees
- (b) 10 employees
- (c) 20 employees
- (d) 25 employees

30. In case of death of an employee, gratuity is paid to:

- (a) Employer
- (b) Nominee
- (c) Legal heir
- (d) Labour officer

N-3129

31. Wage slips must be issued:

- | | |
|--------------|---------------------|
| (a)Quarterly | (b)Every six months |
| (c)Annually | (d)Monthly |

32. Gratuity amount is calculated based on:

- | | |
|--------------------------|-----------------------|
| (a)Average bonus | (b)Gross salary |
| (c)Last drawn basic + DA | (d)HRA and incentives |

33. Standing Orders Act applies to industrial establishments with:

- | | |
|------------------------|------------------------|
| (a)50 or more workers | (b)75 or more workers |
| (c)150 or more workers | (d)100 or more workers |

PART - B

(7 X 6 = 42)

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

34. (a) State the objectives and scope of the Payment of Bonus Act, 1965.

[OR]

(b) Describe the rules for the calculation and time of payment for Bonus.

35. (a) Explain the provisions regarding disqualification for receiving bonus under the Bonus Act.

[OR]

(b) Discuss how interim bonus or customary bonus is treated during final settlement.

36. (a) How does the carry-forward and set-off provision work under the Payment of Bonus Act? Illustrate with an example.

[OR]

(b) Distinguish between available surplus and allocable surplus with relevant formulae.

37. (a) Explain the eligibility conditions and the ceiling limit for payment of gratuity.

[OR]

(b) Give the significance and important provisions of Payment of Gratuity Act.

38. (a) Describe the provisions related to fixation of wage periods and timely payment of wages.

[OR]

(b) In Payment of Wages Act explain the procedures for maintaining registers and submitting returns.

39. (a) Discuss the need and objects of the Payment of Wages Act.

[OR]

(b) Examine the roles and powers of the Inspector under the Minimum Wages Act, 1948.

40. (a) Enumerate the penalties imposed for non-compliance under the Trade Union Act, 1926.

[OR]

(b) Explain the powers of Certifying Officer and the process of interpreting standing orders.

N-3129

N-3130

COURSE CODE

205444A3/ 205845

**ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
Second Year - Fourth Semester
(COMMON FOR M.B.A. (G/HRM))
ORGANIZATIONAL DEVELOPMENT
(CBCS - 2020 onwards)**

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. Organization Development is primarily aimed at:

- (a) Inventory control
- (c) Financial forecasting

- (b) Planned change and improvement
- (d) Product development

2. OD interventions are used to:

- (a) Maintain status quo
- (c) Increase paperwork

- (b) Facilitate organizational improvements
- (d) Enforce discipline

3. One major assumption of OD is:

- (a) Change is unnecessary
- (c) Teams are ineffective

- (b) People desire growth
- (d) Structure is fixed

4. Team interventions are mainly designed to:

- (a) Fix salaries
- (c) Cut costs

- (b) Improve group dynamics
- (d) Evaluate stock

5. The Gestalt approach stresses:

- (a) Future vision
- (c) Cost analysis

- (b) Here-and-now awareness
- (d) Employee grading

N-3130

6. Intergroup interventions address:

- (a) Communication gaps between departments
- (c) Outsourcing issues

- (b) Supplier coordination
- (d) Budgeting differences

7. Diagnosis in OD relates to:

- (a) Performance appraisal
- (c) Recording attendance

- (b) Identifying organizational problems
- (d) Conducting interviews

8. Action research involves:

- (a) Strategy mapping
- (c) Office layout planning

- (b) Data gathering and feedback
- (d) Software installation

9. OD action component means:

- (a) HR reshuffling
- (c) Salary review

- (b) Implementation of strategies
- (d) Legal compliance

10. Quality of Work Life (QWL) focuses on:

- (a) Worker salary
- (c) Inventory levels

- (b) Employee well-being
- (d) Job offers

N-3130

11. Coaching is used to:

- (a) Penalize workers
- (c) Assess market value

- (b) Enhance individual performance
- (d) Execute layoffs

12. T-groups are most suitable for:

- (a) Technical training
- (c) Sales boost

- (b) Interpersonal development
- (d) Market research

13. Comprehensive interventions involve:

- (a) Functional audits
- (c) Product launches

- (b) Integrated change initiatives
- (d) Financial control

14. Structural interventions target:

- (a) Supplier contracts
- (c) Packaging

- (b) Reporting relationships
- (d) Employee discounts

15. Ethics in OD stress:

- (a) Profit maximization
- (c) Project management

- (b) Honesty and transparency
- (d) Training hours

N-3130

16. Key OD tools include:

- (a) MIS reports
- (c) Marketing plans

- (b) Action research
- (d) Bonus calculations

17. Barriers to OD success include:

- (a) Cultural resistance
- (c) Adequate training

- (b) Clear policies
- (d) Management support

18. A planned change model is:

- (a) Budget analysis
- (c) Random steps

- (b) Structured process
- (d) Customer survey

19. One principle of OD:

- (a) Promote secrecy
- (c) Avoid communication

- (b) Encourage participation
- (d) Limit change

20. TQM and QWL are part of:

- (a) Compliance strategies
- (c) Marketing

- (b) OD interventions
- (d) Training evaluation

N-3130

21. Effective OD requires:

- (a) Forced rules
- (c) Downsizing

- (b) Open feedback culture
- (d) Top-down control

22. Indian OD practices often adapt:

- (a) Western HR policies
- (c) Market plans

- (b) Traditional systems
- (d) Pricing policies

23. Client-consultant relationships must be:

- (a) Authoritative
- (c) Hierarchical

- (b) Collaborative
- (d) Formal only

24. OD value system promotes:

- (a) Closed communication
- (c) Top-down planning

- (b) Openness and trust
- (d) Profit-only focus

25. OD theory derives largely from:

- (a) Pure economics
- (c) Engineering

- (b) Applied behavioural science
- (d) Logistics

N-3130

26. Feedback in OD is for:

- (a) Criticism
- (c) Promotions

- (b) Shared understanding and action
- (d) Attendance tracking

27. Learning organizations emphasize:

- (a) Repetition
- (c) Strict roles

- (b) Continuous learning
- (d) Cost slashing

28. OD evaluation metrics include:

- (a) Number of memos
- (c) Weekly meetings

- (b) Behavior and performance outcomes
- (d) Job descriptions

29. OD focuses on:

- (a) Administrative roles
- (c) Raw materials

- (b) People and processes
- (d) Advertisements

30. A strong OD program improves:

- (a) Work delays
- (c) Office space

- (b) Job satisfaction
- (d) Market prices

N-3130

31. Trust building in OD is achieved by:

- | | |
|-------------|-----------------------------------|
| (a) Secrecy | (b) Communication and credibility |
| (c) Surveys | (d) Formal meetings |

32. Planned change involves:

- | | |
|----------------------------|----------------------------------|
| (a) Crisis-driven measures | (b) Strategic, continuous effort |
| (c) One-time events | (d) Marketing push |

33. OD implementation is successful when:

- | | |
|----------------------------------|--------------------------------|
| (a) There is top-level push only | (b) Participation is inclusive |
| (c) Focus is on profits alone | (d) Changes are kept hidden |

PART - B

(7 X 6 = 42)

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

34. (a) Define Organizational Development. Explain its nature and scope.

[OR]

(b) Discuss the historical evolution and underlying assumptions of OD.

35. (a) Explain Gestalt approach in team building with an example.

[OR]

(b) Elucidate the process and maintenance components of OD.

36. (a) Explain the steps in action research used in OD.

[OR]

(b) Discuss when and how to use action research in an OD process.

37. (a) Describe intergroup interventions and group process interventions.

[OR]

(b) Explain the role of diagnosis and action component in OD interventions.

38. (a) Explain any two methods: MBO, TQM, QWL, or Quality Circles.

[OR]

(b) What are the essential conditions for the successful implementation of OD?

39. (a) Describe ethical standards in OD and their importance.

[OR]

(b) Explain structural interventions and comprehensive interventions in OD.

40. (a) What are the key barriers to OD in current scenarios?

[OR]

(b) Explain the consultant-client relationship in OD and its implications.

N-3130

N-3132

COURSE CODE

205443B2/

205644

ONLINE PROGRAMME EXAMINATIONS
M.B.A. (GENERAL)/L.M. DEGREE EXAMINATION, MAY 2026
Second Year - Fourth Semester
(COMMON FOR M.B.A. (GENERAL)/M.B.A. (LM))
LOGISTICS MARKETING AND TECHNOLOGY
(CBCS - 2020 onwards)

Time : 2 Hours

Maximum : 75 Marks

PART - A

(33 X 1 = 33)

Answer **all** the questions.

1. The core concept of marketing in logistics is:

- | | |
|---|--|
| (a) Minimizing service levels to cut costs | (b) Focusing solely on warehousing operations |
| (c) Ensuring efficient and customer-centric delivery services | (d) Avoiding market research and competitor analysis |

2. In logistics, the 'product' is mostly:

- | | |
|--|--|
| (a) A service like transportation or warehousing | (b) Financial investments on logistics |
| (c) Physical goods only | (d) Social welfare schemes |

3. Market segmentation helps logistics companies to:

- | | |
|---------------------------|--|
| (a) Avoid marketing costs | (b) Provide the same service to all |
| (c) Eliminate advertising | (d) Target specific customer needs effectively |

4. A 4PL (Fourth Party Logistics) provider is different from 3PL because it:

- | | |
|--|--|
| (a) Only works with trucks | (b) Only ships perishable goods |
| (c) Manages and integrates all aspects of supply chain | (d) Performs manufacturing and logistics |

5. 3PL companies offer:

- | | |
|------------------------------|--|
| (a) Marketing consultation | (b) End-to-end delivery and warehousing services |
| (c) Social media advertising | (d) Price controls |

N-3132

6. The first step in the user decision-making process is:

(a) Problem recognition

(b) Purchase decision

(c) Evaluating alternatives

(d) Post-purchase behaviour

7. A post-purchase stage in user decision-making focuses on:

(a) Pricing only

(b) Delaying service

(c) Ignoring feedback

(d) Customer satisfaction and service evaluation

8. Undifferentiated marketing aims at:

(a) Targeting specific niche segments

(b) Offering one solution for the entire market

(c) Offering highly personalized services

(d) Avoiding marketing completely

9. Networking with shippers is important to:

(a) Strengthen coordination and optimize transportation processes

(b) Create confusion in shipment tracking

(c) Decrease visibility in supply chain operations

(d) Promote isolated decision-making among logistics partners

10. In logistics, wholesalers often require:

(a) Infrequent and random shipments

(b) Large-volume, consistent, and timely delivery services

(c) No inventory or storage facilities

(d) Direct government intervention

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11. The nature of networking in logistics is mainly:

- (a)Competitive and service – oriented
- (c)Collaborative and service-oriented

- (b)Secretive and service - oriented
- (d)Temporary and service – oriented

12. One of the scopes of networking in logistics includes:

- (a)Enhancing supply chain visibility and responsiveness
- (c)Reducing service quality

- (b)Building customer confusion

- (d)Creating isolated systems

13. In logistics, the product mix primarily refers to:

- (a)Goods sold in retail stores
- (c)Selling imported products

- (b)Service offerings like warehousing, transport, etc.
- (d)Packaging variety

14. A flexible pricing strategy in logistics can:

- (a)Decrease customer satisfaction
- (c)Eliminate small clients

- (b)Keep all prices fixed
- (d)Improve market competitiveness

15. Question Marks in BCG matrix are services that:

- (a)Have high market share
- (c)Have low share but high market growth

- (b)Have low growth and low potential
- (d)Have no competitors

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16. Which of the following is a pricing method used in logistics?

- (a) Cost-plus pricing
- (b) Random pricing
- (c) Voting method
- (d) Referral pricing

17. In pricing decisions, penetration pricing means:

- (a) Setting a high initial price
- (b) Offering services free of charge
- (c) Setting a low initial price to gain market share
- (d) Changing prices daily

18. Skimming pricing is:

- (a) Setting a very low price to maximize early profits
- (b) Setting a high initial price to maximize early profits
- (c) Price below cost to minimize early profits
- (d) Discount-based strategy to maximize early profits

19. When competitors reduce prices, a firm may:

- (a) Ignore the change
- (b) Lower its own prices
- (c) Add more service value without changing price
- (d) All of the above

20. Value-based pricing focuses on:

- (a) Internal cost only
- (b) Customer's perceived value
- (c) Government taxes
- (d) Fixed price lists

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21. A major advantage of advertising is:

- (a) Personal interaction
- (c) Mass reach

- (b) Two-way communication
- (d) None of the above

22. Publicity differs from advertising in that it is usually:

- (a) Paid for
- (c) Delivered door-to-door

- (b) Controlled by the company
- (d) Unpaid and earned media

23. Personal selling is more effective when:

- (a) Product is low value and Ads are less.
- (c) Product is complex and needs explanation

- (b) Customers are uniform
- (d) Ads are enough

24. The distribution mix refers to:

- (a) Media selection strategy
- (c) Cost structure of transportation

- (b) Combination of channels to deliver goods/services
- (d) Pricing methods of channels

25. A local distribution strategy focuses on:

- (a) Selling across continents
- (c) Air cargo services

- (b) Multiple channels globally
- (d) A limited geographical area

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26. The main function of a TMS (Transport Management System) is to:
- (a) Track and optimize transportation operations
 - (b) Plan employee salaries
 - (c) Manage website traffic
 - (d) Handle warehouse temperature
27. Network optimization in logistics helps to:
- (a) Increase marketing cost
 - (b) Reduce transportation efficiency
 - (c) Improve delivery routes and reduces overall costs
 - (d) Create social media ads
28. RFID stands for:
- (a) Real Frequency Input Device
 - (b) Radio Frequency Identification
 - (c) Rapid Freight ID
 - (d) Remote Freight Identification
29. A benefit of tracking technology is:
- (a) Delayed delivery
 - (b) Reduced visibility
 - (c) Real-time shipment updates
 - (d) High paper usage
30. Which innovation allows ships to carry larger loads with more safety and efficiency?
- (a) Mega container ships
 - (b) Sail technology
 - (c) Small boats
 - (d) River ferries

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31. Hybrid propulsion systems in trucks help to:

- | | |
|-------------------------|------------------------------------|
| (a) Increase fuel costs | (b) Decrease delivery speed |
| (c) Increase noise | (d) Save fuel and reduce emissions |

32. Benchmarking in logistics is best described as:

- | | |
|-----------------------------|---|
| (a) Hiring new staff | (b) Comparing business practices to industry best standards |
| (c) Marketing strategy only | (d) Monitoring fuel prices |

33. TQM involves participation from:

- | | |
|---------------------------------------|--------------------|
| (a) Only top-level managers | (b) Only customers |
| (c) All employees in the organization | (d) Only suppliers |

PART - B

(7 X 6 = 42)

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

34. (a) Discuss the systems approach to marketing in logistics. Why is it important?

[OR]

(b) Discuss the components of the marketing mix in logistics service marketing with suitable examples.

35. (a) Explain the user decision-making process in logistics services with an example.

[OR]

(b) Discuss the importance of networking with shippers, wholesalers, and industries in building effective logistics partnerships.

36. (a) Describe the key features and scope of networking with transport operators.

[OR]

(b) Discuss the role of pricing strategies in logistics marketing and how they influence customer decisions

37. (a) What is the BCG product portfolio matrix? Explain its uses in logistics service planning.

[OR]

(b) What are the new product pricing strategies? How do they differ in application?

38. (a) What are the key traits of an effective salesperson in logistics services? Explain with examples.

[OR]

(b) What is a distribution mix? How do logistics firms decide the right mix?

39. (a) Discuss the role of technology in enhancing efficiency in supply chain and logistics operations.

[OR]

(b) Describe the role of integrated GPS and wireless data systems in modern logistics tracking.

40. (a) Explain any two major advancements in modern shipping and how they impact logistics operations.

[OR]

(b) Define benchmarking. How does it help logistics firms improve efficiency and competitiveness?

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N-3134**COURSE CODE****205442C1/****205541**

**ONLINE PROGRAMME EXAMINATIONS
M.B.A. (G/FM) DEGREE EXAMINATION MAY 2026
Second Year - Fourth Semester
(COMMON FOR M.B.A (G/FM))
FOREIGN EXCHANGE MANAGEMENT
(CBCS - 2020 onwards)**

Time : 2 Hours

Maximum : 75 Marks

(33 X 1 = 33)

PART - A

Answer **all** the questions.

1. Foreign exchange refers to:

(a) Domestic trade

(b) Gold trade

(c) International currencies trade

(d) Inter-bank loans

2. Which of the following is a direct quote?

(a) USD/INR = 82.50 in India

(b) INR/USD = 0.012

(c) EUR/USD = 1.10

(d) GBP/INR = 101.50 in UK

3. T.T. stands for:

(a) Telegraphic Transfer

(b) Trade Transfer

(c) Transit Transaction

(d) Total Turnover

4. Spot rate is:

(a) Applied after 3 months

(b) Applied in future contracts

(c) Current exchange rate

(d) Historical rate

5. The cross rate is used to compute:

(a) Direct exchange

(b) Indirect exchange

(c) Exchange rate between two foreign currencies

(d) Bank interest

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6. Purchasing Power Parity theory explains:

- (a) Interest rate movements
- (c) Price levels and exchange rate

- (b) Trade imbalances
- (d) Bank regulations

7. The Nominal Effective Exchange Rate (NEER) is:

- (a) Exchange rate adjusted for inflation
- (c) Weighted average of bilateral rates

- (b) Unweighted average rate
- (d) Loan interest

8. Forward exchange contracts are signed to:

- (a) Fix interest rate
- (c) Increase exports

- (b) Hedge currency risk
- (d) Reduce taxes

9. A forward contract is:

- (a) Cancelled automatically
- (c) Negotiated for future delivery

- (b) Non-negotiable
- (d) Not used in forex

10. A Put Option gives the right to:

- (a) Buy currency
- (c) Hold currency

- (b) Sell currency
- (d) Swap currency

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11. A Call Option is best used when:

- (a) Market is falling
- (b) Currency expected to depreciate
- (c) Currency expected to appreciate
- (d) Exchange rate is fixed

12. Options are used for:

- (a) Investments only
- (b) Risk creation
- (c) Currency speculation
- (d) Hedging

13. Internal risk management includes:

- (a) Currency swap
- (b) Forward contract
- (c) Netting and Offsetting
- (d) Import regulations

14. Which is NOT a transaction exposure strategy?

- (a) Risk shifting
- (b) Netting
- (c) Tax refund
- (d) Risk sharing

15. Currency Swaps involve:

- (a) Exchange of goods
- (b) Exchange of interest rates
- (c) Exchange of currencies over time
- (d) Exchange of shares

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16. Forward and Money Market hedge are:

- (a) Internal techniques
- (c) Investment plans

- (b) External strategies
- (d) Tax policies

17. Inflation influences:

- (a) Import duty
- (c) Customs

- (b) Exchange risk
- (d) GDP

18. Economic exposure is mainly affected by:

- (a) Tax rebate
- (c) Labour policies

- (b) Currency valuation
- (d) Environmental laws

19. Which of the following affects exchange rate changes?

- (a) Government subsidies
- (c) Interest rate changes

- (b) Bank loans
- (d) Labour unions

20. Fixed exchange rate is:

- (a) Floating with market
- (c) Set by government

- (b) Determined by IMF
- (d) Constantly changing

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21. VOSTRO account means:

- (a) Your account in our books
- (c) Foreign bank's account in Indian bank

- (b) Our account in your books
- (d) Central bank's reserve

22. NOSTRO account refers to:

- (a) Import account
- (c) Indian bank's account in foreign bank

- (b) Export record
- (d) Domestic savings

23. Exchange control measures are needed for:

- (a) Free flow of funds
- (c) Managing foreign reserves

- (b) Economic liberalization
- (d) Loan distribution

24. Forms of exchange control include:

- (a) Import tax
- (c) Inflation control

- (b) Licensing and rationing
- (d) Stock exchange audit

25. India's foreign exchange reserves include:

- (a) Bank deposits only
- (c) Cash in hand

- (b) Gold, SDRs, and foreign currency assets
- (d) Export bills

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26. SDR stands for:

- (a) Special Drawing Rights
- (c) Static Debt Ratio

- (b) Standard Deposit Reserve
- (d) Special Dollar Return

27. Impact on exchange rate is affected by:

- (a) Retail trade
- (c) Monetary and fiscal policy

- (b) Consumer price index
- (d) Labour cost

28. Which policy affects the demand for foreign exchange?

- (a) Population policy
- (c) Monetary policy

- (b) Price policy
- (d) National income

29. Asset market model deals with:

- (a) Labour cost
- (c) Product pricing

- (b) Financial assets
- (d) Customs duties

30. Flow model explains:

- (a) Interest parity
- (c) Trade and capital flows

- (b) Currency flow
- (d) Industrial output

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31. Interest rate parity theory suggests:

- | | |
|-------------------------|--|
| (a) Fixed interest rate | (b) Interest difference causes exchange rate changes |
| (c) Floating rate | (d) Centralised rate |

32. Exchange rate fluctuations can result in:

- | | |
|---------------------------------|---------------------------|
| (a) Export promotion only | (b) Import reduction only |
| (c) Both gain and loss in trade | (d) Higher taxation |

33. Real Effective Exchange Rate is adjusted for:

- | | |
|------------|-------------------|
| (a) GDP | (b) Inflation |
| (c) Budget | (d) Export growth |

PART - B

(7 X 6 = 42)

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

34. (a) Explain the concept and significance of foreign exchange.

[OR]

(b) Differentiate between inter-bank and merchant rates.

35. (a) Explain the computation of T.T. rates and cross rates with examples.

[OR]

(b) Describe the structure and organisation of the foreign exchange market.

36. (a) Discuss the Purchasing Power Parity and Interest Rate Parity theories.

[OR]

(b) Explain flow model and asset market model of exchange rate determination.

37. (a) What are forward exchange contracts? Explain their features and computation.

[OR]

(b) Explain the factors affecting forward rates and cancellation of forward contracts.

38. (a) What is a currency option? Explain types, mechanism, merits and demerits.

[OR]

(b) Explain risk management techniques for transaction exposure.

39. (a) Explain the role of external strategies in foreign exchange risk management.

[OR]

(b) Describe economic exposure and how exchange rate changes influence it.

40. (a) Discuss the trend and composition of India's Foreign Exchange Reserves.

[OR]

(b) Explain the monetary and fiscal policy initiatives for exchange rate management.

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N-3135**COURSE CODE****205443C2/****205542**

**ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
Second Year - Fourth Semester
COMMON FOR MBA (GENERAL)/ (FM)
MULTINATIONAL FINANCIAL MANAGEMENT
(CBCS - 2020 onwards)**

Time : 2 Hours

Maximum : 75 Marks

(33 X 1 = 33)

PART - A

Answer **all** the questions.

1. Multinational Financial Management primarily focuses on:
 - (a) Domestic taxation
 - (b) Cross-border transactions
 - (c) Local budgeting only
 - (d) Regional HR policy

2. The concept of risk-return trade-off in MNCs refers to:
 - (a) Lower return, lower risk always
 - (b) Higher return with lower risk
 - (c) Accepting higher risk for potential higher return
 - (d) Avoiding all financial risks

3. The global financial environment includes:
 - (a) Only stock markets
 - (b) Regulatory and legal systems
 - (c) Global weather conditions
 - (d) Taxation within a single country

4. Which of the following is a key element of the international financial system?
 - (a) National health policies
 - (b) Local currency only
 - (c) Multilateral financial institutions
 - (d) State-level government approvals

5. FDI refers to:
 - (a) Foreign Deposit Investment
 - (b) Foreign Development Index
 - (c) Foreign Direct Investment
 - (d) Financial Derivative Insurance

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6. One key strategy for FDI is:

(a) Export limitation

(c) Restricting capital inflow

(b) Acquisition of local businesses

(d) Avoiding foreign markets

7. Political risk in MNC operations may include:

(a) Stable currency value

(c) Constant interest rates

(b) Expropriation of assets

(d) Increase in internal sales

8. Economic risk primarily relates to:

(a) Infrastructure development

(c) Inflation, GDP, and exchange rate changes

(b) Economic growth forecast

(d) Cultural and social factors

9. The basic objective of capital budgeting is to:

(a) Maintain equal expenses across projects

(c) Maximize shareholder value

(b) Reduce tax liability

(d) Decrease NPV

10. Incremental cash flows refer to:

(a) Total revenue from operations

(c) Cash flows generated only from a new investment

(b) Cash flow from parent company

(d) All historical inflows

N-3135

11. Transfer pricing is used for:

- (a) External equity valuation
- (c) Pricing between divisions or subsidiaries

- (b) Setting product prices between unrelated firms
- (d) Government auctions

12. The APV method in capital budgeting stands for:

- (a) Annual Profit Value
- (c) Actualized Portfolio Value

- (b) Adjusted Present Value
- (d) Actualized Portfolio Value

13. Netting is a method to:

- (a) Increase tax
- (c) Consolidate payable/receivable positions

- (b) Avoid credit
- (d) Reduce accounting errors

14. Leading and lagging are techniques used in:

- (a) Currency devaluation
- (c) International cash flow management

- (b) Negotiating contracts
- (d) Bond valuation

15. Intercompany loans are mostly used to:

- (a) Fund unrelated external firms
- (c) Shift liquidity within MNC subsidiaries

- (b) Control unrelated costs
- (d) Increase transaction cost

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16. Transfer pricing affects:

- (a) Financial reporting and tax implications
- (b) Employee bonuses
- (c) Interest rates
- (d) Supply chain distance

17. Credit period in receivables management determines:

- (a) Number of suppliers
- (b) Time allowed for payment
- (c) Inventory level
- (d) Tax refund

18. Collection effort in receivables involves:

- (a) Avoiding all customers
- (b) Ignoring overdue accounts
- (c) Initiating steps to recover dues
- (d) Increasing salaries

19. Credit extension to foreign buyers should consider:

- (a) Exchange rate implications
- (b) Local law enforcement
- (c) Inflation in the home country
- (d) Transfer pricing

20. Inventory management in international finance uses:

- (a) Just-in-time only
- (b) Random ordering
- (c) Economic order quantity and ABC analysis
- (d) Only FIFO method

N-3135

21. Off-shore production is preferred when:

(a) Local taxes are high

(c) Domestic labor is cheap

(b) Cost and efficiency advantages exist

(d) There is low inflation

22. A major uncertainty model used by MNCs includes:

(a) Tax exemption

(c) Import substitution

(b) Scenario analysis

(d) Social mobility

23. American Depository Receipts (ADRs) represent:

(a) Shares of Indian companies listed in India

(c) Bonds issued in India

(b) Equity of foreign companies traded in U.S. markets

(d) Cash deposits in the UK

24. International financing through equity involves:

(a) Only debt repayment

(c) Only domestic shares

(b) Use of GDRs, ADRs and direct equity

(d) Bonds and loans only

25. Euro Commercial Paper is a form of:

(a) Long-term secured loan

(c) Short-term unsecured debt instrument

(b) Equity investment

(d) Foreign investment subsidy

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26. Syndicated loans involve:

- (a) A single lender
- (b) A group of lenders pooling funds
- (c) Government agencies only
- (d) International NGOs

27. Cost of capital includes:

- (a) Only tax cost
- (b) Cost of equity and cost of debt
- (c) Production and labor cost
- (d) Trade receivables

28. Cost of back-to-back financing refers to:

- (a) Loans secured by real estate
- (b) Indirect capital budgeting
- (c) Loans backed by matching deposits
- (d) Inflation-linked capital

29. A major goal of MNCs is to:

- (a) Increase domestic debt
- (b) Minimize global profit
- (c) Maximize shareholder wealth globally
- (d) Restrict cross-border trade

30. A political factor affecting MNC finance is:

- (a) Tax holiday
- (b) Exchange gain
- (c) Regulatory uncertainty
- (d) Market capitalization

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31. A key reason to manage working capital globally is to:
- (a) Pay local salaries (b) Avoid inflation
(c) Optimize liquidity across subsidiaries (d) Minimize interest income
32. The CAPM model calculates:
- (a) Depreciation (b) Expected return based on risk
(c) Tax rate (d) Payroll
33. Which of the following is not a feature of international bonds?
- (a) Traded in local currency only (b) Can be fixed or floating rate
(c) Issued by corporates or governments (d) Used for cross-border financing

PART - B

(7 X 6 = 42)

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

34. (a) Define Multinational Financial Management. What are its key functions and how does it differ from domestic financial management?
- [OR]
- (b) Explain the major components of the multinational financial environment. How do global financial markets influence MNCs?
35. (a) Discuss the strategic reasons why MNCs undertake Foreign Direct Investment (FDI). Mention opportunities available in emerging markets.
- [OR]
- (b) What are the main types of economic and political risks faced by MNCs? Suggest policies to mitigate these risks.
36. (a) Explain how capital budgeting for MNCs differs from that of domestic firms. Discuss the concepts of Parent Vs Project Cash Flows.
- [OR]
- (b) How do exchange rate fluctuations, inflation, and transfer pricing affect capital budgeting decisions of MNCs?
37. (a) What are the key objectives and techniques of international cash management? Explain the role of netting and leading/lagging.
- [OR]
- (b) Explain how MNCs manage intercompany loans, transfer pricing, and short-term investment portfolios.
38. (a) What are the major credit policy variables in receivables management? How do they influence financial performance of MNCs?
- [OR]

(b) How does exchange rate volatility impact credit extension and inventory management in multinational operations?

39. (a) Explain the application of risk and uncertainty models in international finance. Compare off-shore production with local purchase from a risk perspective.

[OR]

(b) Describe how multinational corporations evaluate long-term international financing through instruments like ADRs, GDRs, and direct equity participation.

40. (a) What are the components of overall cost of capital for an MNC? Discuss the theory and practice of optimal capital structure.

[OR]

(b) Compare the features and uses of Euro Notes, Euro Commercial Paper, and Inter- firm financing methods for short-term funding.

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N-3136**COURSE CODE****205444C3/
205543**

**ONLINE PROGRAMME EXAMINATIONS
M.B.A. DEGREE EXAMINATION, MAY 2026
Second Year - Fourth Semester
COMMON FOR MBA (G)/FM
PROJECT FINANCE
(CBCS - 2020 onwards)**

Time : 2 Hours

Maximum : 75 Marks

(33 X 1 = 33)

PART - A

Answer **all** the questions.

1. Which of the following is the first stage of a project cycle?
 - (a) Evaluation
 - (b) Implementation
 - (c) Identification
 - (d) Appraisal

2. Project consultants primarily help in:
 - (a) Marketing
 - (b) Risk sharing
 - (c) Project planning and coordination
 - (d) Tax collection

3. Which is a public source of finance?
 - (a) Commercial paper
 - (b) Private equity
 - (c) Public issue of shares
 - (d) Venture capital

4. Venture capital is mainly used for:
 - (a) Real estate projects
 - (b) Government bonds
 - (c) Start-up financing
 - (d) Loan repayment

5. Capital gearing refers to:
 - (a) Plant maintenance
 - (b) Capital budgeting
 - (c) Matching funds with requirements
 - (d) Insurance planning

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6. Pre-sanction appraisal is part of:

- (a) Marketing process
- (c) Lending process

- (b) Post-implementation audit
- (d) Legal dispute handling

7. Managerial skill is evaluated during:

- (a) Financial audit
- (c) Technical appraisal

- (b) Commercial analysis
- (d) Management appraisal

8. Working capital requirement is influenced by:

- (a) Market price
- (c) Fixed assets

- (b) Sales turnover
- (d) Project duration

9. Debt equity ratio is used in:

- (a) Labour laws
- (c) Cost audit

- (b) Financial evaluation
- (d) Marketing planning

10. Which is NOT a financial ratio?

- (a) Current ratio
- (c) Return on investment

- (b) Security margin
- (d) Past performance index

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11. Security margin refers to:

- (a) Profit after tax
- (c) Export earnings

- (b) Safety cushion for lenders
- (d) Credit sales

12. BEP stands for:

- (a) Best Economic Practice
- (c) Bond Evaluation Process

- (b) Breakeven Point
- (d) Business Evaluation Plan

13. Economies of scale help in:

- (a) Increasing fixed costs
- (c) Reducing sales

- (b) Reducing average cost
- (d) Increasing labour

14. Post-sanction supervision ensures:

- (a) Contract cancellation
- (c) Effective project execution

- (b) Inflation control
- (d) Customer retention

15. A sick industrial unit shows:

- (a) High profit
- (c) Early warning signals

- (b) Excess reserves
- (d) Market monopoly

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16. Which institution handles sick units in India?

(a)BIFR

(c)SEBI

(b)RBI

(d)NABARD

17. Debt service coverage ratio indicates:

(a)Tax liability

(c)Market share

(b)Repayment ability

(d)Salary growth

18. Political stability is crucial for:

(a)Interest rate

(c)Cost minimization

(b)Project finance monitoring

(d)Brand building

19. One key component of project appraisal is:

(a)Share trading

(c)Supply gap analysis

(b)Market advertisement

(d)CSR audit

20. Break-even analysis determines:

(a)Minimum profit

(c)Interest rate

(b)No loss-no gain level

(d)Fixed asset value

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21. Commercial paper is a:

- (a) Long-term bond
- (c) Short-term instrument

- (b) Government security
- (d) Venture capital

22. Internal generation of funds means:

- (a) Issuing shares
- (c) Using retained earnings

- (b) Taking bank loans
- (d) Selling assets

23. Which is a function of project consultants?

- (a) Tax auditing
- (c) Co-ordination and follow-up

- (b) Manpower reduction
- (d) Exchange rate control

24. Which financial instrument is used globally?

- (a) Fixed deposit
- (c) Global depository receipts

- (b) Gold bonds
- (d) Mutual funds

25. Which is a capital market instrument?

- (a) Loan from friends
- (c) Bank overdraft

- (b) Debentures
- (d) Savings account

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26. Judicious financing plan aims to:

- (a) Maximize liabilities
- (c) Avoid budgeting

- (b) Match needs and sources
- (d) Increase costs

27. Evaluation of ROI is part of:

- (a) Technical analysis
- (c) Financial analysis

- (b) Commercial analysis
- (d) Legal appraisal

28. Leasing is a method of:

- (a) Purchasing
- (c) Asset use without ownership

- (b) Borrowing
- (d) Liquidation

29. Distribution channel analysis is part of:

- (a) HR audit
- (c) Commercial appraisal

- (b) Market survey
- (d) Political audit

30. Commercial aspects of project appraisal include:

- (a) Managerial training
- (c) Demand and supply estimation

- (b) Profit sharing
- (d) Debt repayment

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31. Social cost-benefit analysis evaluates:

- | | |
|---------------------------------------|----------------------|
| (a)Public loss | (b)Private cost only |
| (c)Community benefit vs. project cost | (d)Employee salary |

32. Technical appraisal involves evaluation of:

- | | |
|----------------------|-----------------------------|
| (a)Financial sources | (b)Technology and resources |
| (c)Legal systems | (d)Share market |

33. Industrial sickness may result due to:

- | | |
|-----------------------------|-------------------------|
| (a)Excess profit | (b)Efficient management |
| (c)Mismanagement and losses | (d)High productivity |

PART - B

(7 X 6 = 42)

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

34. (a) Define project and explain the stages in a project cycle.

[OR]

(b) What is project identification and formulation? Explain.

35. (a) Explain the role and functions of project consultants.

[OR]

(b) Discuss the importance of consultants in project management.

36. (a) Describe the sources of finance for a project - I.

[OR]

(b) Explain internal generation of funds and commercial papers.

37. (a) Explain Global depository receipts and borrowings from banks and FIs.

[OR]

(b) What are venture capital and innovative instruments in capital markets?

38. (a) Explain the factors influencing capital requirement estimation.

[OR]

(b) Discuss judicious financing plans and working capital determination.

39. (a) What is capital gearing? How is it applied in financing?

[OR]

(b) Explain different financial institutions involved in capital support.

40. (a) Explain the concept of project appraisal and economic analysis.

[OR]

(b) Discuss economies of scale and their impact on project success.

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