

**R7755**

**Sub. Code**

**641101**

**MBA (GENERAL) DEGREE EXAMINATION,  
NOVEMBER – 2022**

**First Semester**

**Management**

**MANAGEMENT THEORY AND PRACTICE**

**(CBCS – 2022 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. \_\_\_\_\_ school of thought has developed on the idea that there is no single best method to find solutions to managerial problems.
  - (a) Scientific management
  - (b) Behavioural approach
  - (c) Contingency
  - (d) Bureaucratic approach
2. Father of modern management theory is.
  - (a) FW. Taylor
  - (b) Henry Fayol
  - (c) Henry Gantt
  - (d) Elton Mayo
3. The series of actions to be held carry out a policy and reach a presumed subjective is
  - (a) Policy
  - (b) Objectives
  - (c) Strategy
  - (d) Procedures

4. Non-programmed decision is also called \_\_\_\_\_
- (a) Routine decisions
  - (b) Structured decisions
  - (c) Strategic decisions
  - (d) Operative decisions
5. Decision-making authority can be pushed down to a lower level and this is related
- (a) Centralization
  - (b) Delegation
  - (c) Decentralization
  - (d) None of the options are correct
6. Functional structure and Divisional structure belong to which of the following types of organization?
- (a) Formal Organization
  - (b) Information Organization
  - (c) One-to-one organization
  - (d) Flat organization
7. \_\_\_\_\_ asserts that individuals are likely to compare the ratios of inputs to outcomes they receive against the ratios of other people, such as colleagues or acquaintances.
- (a) Acquired needs theory
  - (b) Equity theory
  - (c) Expectancy theory
  - (d) Two-factor theory
8. \_\_\_\_\_ are the approaches to the study of leadership which emphasize the personality of the leader.
- (a) Contingency theories
  - (b) Group theories
  - (c) Trait theories
  - (d) Inspirational theories

9. Controlling function finds out how far \_\_\_\_\_ deviates from standards.
- (a) Actual performance
  - (b) Improvement
  - (c) Corrective actions
  - (d) Cost
10. Coordination is \_\_\_\_\_
- (a) The essence of management
  - (b) An objective of management
  - (c) A social objective
  - (d) A management functions

**Part B**

(5 × 5 = 25)

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

11. (a) Bring out the steps involved in Management By Objectives (MBO).

Or

- (b) Describe the major contributions of Herbert Simon towards management.

12. (a) Give an account of the nature of planning.

Or

- (b) Explain the various types of decisions in the organization.

13. (a) Enumerate the factors that determine the degree of decentralization.

Or

- (b) What are the differences between authority and responsibility?

14. (a) Write a short note on the importance of directing.

Or

(b) Briefly explain the steps involved in the communication process.

15. (a) Highlight the components of the Balanced Score Card.

Or

(b) What are the elements of the core competence model?

**Part C**

(5 × 8 = 40)

Answer any **five** questions.

16. What is the Henry Fayol's 14 principles of management? Explain.

17. Write an essay about the various stages of the evolution of management thoughts.

18. Define planning. Explain the steps involved in the planning process.

19. What is meant by the span of control? Explain the factors affecting the span of control.

20. What is meant by departmentalization? Explain the objectives and types of departmentalization.

21. Explain the leadership styles identified by Blake Mouton's leadership Grid. How it will be applicable to modern organization?

22. Discuss the managerial implications of process theories of motivation.

23. Why controlling techniques are important to the organization?

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**Sub. Code**

**641102**

**M.B.A. (GENERAL) DEGREE EXAMINATION,  
NOVEMBER – 2022.**

**First Semester**

**Management**

**BUSINESS ENVIRONMENT**

**(CBCS – 2022 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Liberalisation means
  - (a) Policy of planned disinvestment
  - (b) Integrating among economies
  - (c) End of license and reduction of government control
  - (d) None of these
  
2. Which of the following is not a feature of the Business environment
  - (a) Interrelated Elements
  - (b) Dynamics
  - (c) Complexity
  - (d) Continuous

3. Which of the following does not explain the impact of government policy changes on business and industry
- (a) Increasing competition
  - (b) More demanding market customers
  - (c) Market orientations
  - (d) Change in agricultural prices
4. Public sector enterprises are organizations owned by
- (a) Joint Hindu Family
  - (b) Government
  - (c) Foreign companies
  - (d) Private entrepreneurs
5. What were the consequences of introducing relaxation in Foreign Direct Investment (FDI) and Foreign Exchange?
- (a) Many multinationals left the Indian economy
  - (b) Increase in the foreign exchange reserve in the country
  - (c) Monopoly of multinational companies
  - (d) None of the above
6. Out of the following policies, in which policy does the RBI keep control on the money supply to get the objectives of the general economic policies?
- (a) Trade policies      (b) Fiscal policies
  - (c) Monetary policies   (d) Industrial policies

7. Which of the following is an example of a social environment?
- (a) Money supply
  - (b) Inflation
  - (c) Composition of family
  - (d) Consumer Protection Act
8. Technological environment consists of
- (a) Proves cause and effect relationship
  - (b) Creation of knowledge and its applications
  - (c) Finding facts and maintenance
  - (d) Management of technology
9. The owner of a patent can grant licenses:
- (a) To registered companies only
  - (b) To individuals only
  - (c) To anyone
  - (d) To a listed company only
10. Which of the following acts gives rights to citizens to file cases against violation of environmental norms?
- (a) Environmental protection act
  - (b) Air pollution act
  - (c) Water pollution act
  - (d) Forest act

**Part B**

(5 × 5 = 25)

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

11. (a) What are the components of the socio-cultural environment?

Or

- (b) Why environmental scanning is important to the business?

12. (a) Bring out the important elements of good governance.

Or

- (b) Write a short note on the types of the political system.

13. (a) Briefly explain the role of banks in the economic growth of India.

Or

- (b) Highlight the salient features of the Export-Import policy.

14. (a) Describe the various phases of technology development process.

Or

- (b) Explain the elements of social environment.



15. (a) Give an account of the importance of the ecological environment in business.

Or

- (b) Explain the legal procedures to file a patent in India.

**Part C**

(5 × 8 = 40)

Answer any **five** questions.

16. Discuss the impact of globalization on Indian business.
17. 'Is a political environment is being very conducive for green business in India'. — Substantiate.
18. Explain the various role played by the government in the promotion of various industries in India.
19. What is the effect of inflation on the retail industry in India? How to control it?
20. Examine the implications of various economic development phases on India's business environment.
21. What is the importance of technology transfer? Explain the impact of technology transfer in the agricultural sector of India.

22. Discuss the recent trends and development in the technology environment of India.
  23. Explain the legal conditions regarding the secondary capital market in India.
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**Sub. Code**

**641103**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2022**

**First Semester**

**Management**

**ACCOUNTING FOR MANAGERS**

**(CBCS – 2022 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Solvency ratios indicate \_\_\_\_\_  
(a) Profitability (b) Activity  
(c) Credit worthiness (d) None of the above
2. Liquid ratio is called \_\_\_\_\_ ratio and also \_\_\_\_\_ ratio  
(a) Quick; Acid test (b) Current; liquid  
(c) Turnover; quick (d) Solvency; inventory
3. Gross working capital is the  
(a) Total value of fixed assets  
(b) Total value of current assets  
(c) Total value of all assets  
(d) All the above

4. Purchase of fixed assets by issue of share is \_\_\_\_\_
- (a) Sources of funds
  - (b) Application of funds
  - (c) An item to be ignored in funds flow analysis
  - (d) None of above
5. Issue of bonus out of reserves \_\_\_\_\_
- (a) Increase working capital
  - (b) Decrease working capital
  - (c) Does not affect working capital
  - (d) All the above
6. Premium on redemption of debentures is \_\_\_\_\_
- (a) A cash inflow      (b) Cash out flow
  - (c) An income          (d) An assets
7. Cash flows include \_\_\_\_\_
- (a) Cash receipts only
  - (b) Cash payment only
  - (c) Cash receipts and payment
  - (d) Cash and non-cash incomes and expenses
8. Control Ratios are calculated for \_\_\_\_\_
- (a) Comparison of actual performance with budget
  - (b) Planning of activities
  - (c) Financial performance measurement
  - (d) None of the above

9. Trend analysis is significant for \_\_\_\_\_
- (a) Profit planning
  - (b) Working capital management
  - (c) Capital rationing
  - (d) Forecasting and budgeting
10. Horizontal analysis is done by analysis \_\_\_\_\_
- (a) Financial statements of a particular year
  - (b) Half yearly statement
  - (c) Financial statements of several year
  - (d) None of the above

**Part B** (5 × 5 = 25)

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

11. (a) Elucidate the basic accounting concept and conventions.

Or

- (b) Explain the importance of financial forecasting. Name some of the statements, which are prepared in financial forecasting.

12. (a) Enlighten the types of insurance and List out the merits and demerits.

Or

- (b) What is a funds flow statement? How does it differ from a cash flow statement?

13. (a) Accounting ratios are mere guide and complete reliance on them in decision-Making is suicidal — Elucidate.

Or

- (b) Explain briefly the uses of cash flow statement.

14. (a) Explain the different tools and techniques used in financial statement analysis.

Or

- (b) Explain the signification of functional budgets.

15. (a) Discuss briefly the nature and conditions of applicability of ratio analysis for inter-firm and intra-firm comparisons.

Or

- (b) The financial statements of a company contain the following information for the year ending 31<sup>st</sup> March 2021

Particulars	2021 (Rs)
Cash	1,60,000
Sundry Debtors	4,00,000
Short-term investment	3,20,000
Stock	21,60,000
Prepaid Expenses	10,000
Total current assets	<u>30,50,000</u>
Current liabilities	10,00,000
10% Debentures	16,00,000
Equity Share Capital	20,00,000
Retained Earnings	8,00,000

Statement of profit for the year ending 31<sup>st</sup> March 2021

Particulars	2021 (Rs.)
Sales (20% cash sales)	40,00,000
Less : Cost of goods sold	<u>28,00,000</u>
Profit before interest and tax	12,00,000
Less : Interest	<u>1,60,000</u>
Profit before tax	10,40,000
Less: Tax @ 30%	<u>3,12,000</u>
Profit after tax	<u>7,28,000</u>

You are required to calculate:

- (i) Quick Ratio;
- (ii) Debt-equity ratio;
- (iii) Return on capital employed, and
- (iv) Average collection period (assuming 360 days in a year).

**Part C** (5 × 8 = 40)

Answer any **five** questions.

16. The goal of profit maximisation does not provide an operationally useful criterion- Explain.
17. From the following transactions of Mrs. Sharma & Co., you are required to Prepare Trading, Profit and Loss Account and Balance Sheet for the year ended 31<sup>st</sup> Dec. 2018:

Particulars	Rs.
Sales	3,55,000
Sales Return	5,000

Particulars	Rs.
Purchases	2,52,000
Return Outwards	2,000
Carriage Outward	1,000
Carriage Inward	5,000
Opening Stock	40,000
Direct Expenses	5,000
Capital	60,000
Furniture	5,000
Bank Overdraft	10,000
Buildings	45,000
Plant and Machinery	40,000
Sundry Creditors	25,000
Bills Payable	30,000
Sundry Debtors	30,000
Rent Received	3,000
Discount Received	3,000
Discount Allowed	2,000
Commission Allowed	1,000
Taxes and Insurance	3,000
Provision for Doubtful Debts	2,000
Bad Debts	1,500
Salaries	20,000
Dividend Paid	5,000
General Expenses	5,000
Rent paid	3,000
Bills Receivable	21,500

Additional informations

- (a) Stock at the end Rs. 42,000
- (b) Depreciation made on
  - Plant and Machinery Rs. 2,000
  - Buildings Rs. 1,000



- (c) Provision for Doubtful Debts at 5% on Sundry Debtors
  - (d) Outstanding Rent Rs. 1,000
  - (e) Prepaid Salaries Rs. 1,000
  - (f) Interest on Capital at 5%.
18. 1<sup>st</sup> January 2014, Hindustan Ltd. purchased machinery for Rs. 12,00,000 and on 30<sup>th</sup> June 2015, one more machine of worth Rs. 2,00,000. On 31<sup>st</sup> March 2016, one of the original machinery which had cost Rs. 50,000 was found to have become obsolete and was sold as scrap for Rs. 7,000. It was replaced on that date by a new machine costing Rs. 80,000. Depreciation is to be provided @ 15% pa. on Written Down Value (WDV) Method. Accounts are closed on 31<sup>st</sup> December every year. Show machinery account for 3 years.
19. Describe the factors contributed to the growth of International Financial Management. Explain the circumstances under which an organisation may find it attractive to invest abroad.
20. From the following transactions, you are required to Prepare Three Column Cash Book of Ramesh for the month of January 2013 :
- 2013  
January
- |    |  |
|----|--|
| 1  | Cash balance Rs. 10,000                      |
| 1  | Bank balance Rs. 5,000                       |
| 2  | Paid into Bank Rs. 2,000                     |
| 3  | Paid office rent by cheque Rs. 500           |
| 5  | Paid Salaries Rs. 5,000                      |
| 7  | Goods sold for cash Rs. 10,000               |
| 8  | Goods purchased by cheque Rs. 7,000          |
| 11 | Deposited into bank Rs. 5,000                |
| 14 | Goods purchased by cash Rs. 2,000            |
| 17 | Withdrawn From bank for office use Rs. 500   |
| 18 | Withdrawn from bank for personal use Rs. 400 |

2013

January

- 20 Nancy settled her account for Rs. 4,000  
by giving a cheque for Rs. 3,850
- 23 Received from Sharma Rs. 4,900 in full  
settlement of Rs. 5,000
- 25 Paid into bank Rs. 4,000
- 26 Goods purchased from Murugan for  
Rs. 1,500 by cheque
- 30 Paid telephone charges Rs. 500

21. Explain the advantages and disadvantages of Double Entry System.
22. Prepare flexible budget from the following for 90% capacity
- |                     |              |
|---------------------|--------------|
| Capacity            | 50%          |
| Budgeted production | 20,000 units |
| Direct materials    | Rs. 10,000   |
| Direct wages        | Rs. 8,000    |
| Insurance           | Rs. 4,000    |
| Depreciation        | Rs. 2,000    |
| Indirect material   | Rs. 4,000    |
| Fuel                | Rs. 6,000    |
| Maintenance         | Rs. 2,000.   |
23. Briefly discuss with the IFRS and enlightening the functions of IFRS.

**R7758**

**Sub. Code**

**641104**

**MBA (GENERAL) DEGREE EXAMINATION,  
NOVEMBER – 2022.**

**First Semester**

**Management**

**ORGANIZATIONAL BEHAVIOUR**

**(CBCS – 2022 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Scope of organizational behaviour does not include
  - (a) Leadership
  - (b) Perception
  - (c) Job design
  - (d) Technology
  
2. \_\_\_\_\_ embodies a team concept, is based on the principle of mutual contribution by employer and employees.
  - (a) Collegial model
  - (b) Autocratic model
  - (c) Supportive model
  - (d) Custodial model
  
3. Motivation's two-factor theory is given by:
  - (a) J. Stacy Adams
  - (b) Abraham Maslow
  - (c) Herzberg
  - (d) Douglas McGregor

4. The attitude based on feelings, sentiments, and emotions of any person is under the \_\_\_\_\_ component of attitude.
- (a) Behavioural      (b) Cognitive  
(c) Affective      (d) Positive
5. Groups created by managerial decision in order to accomplish stated goals of the organization are called
- (a) Formal groups      (b) Informal groups  
(c) Task groups      (d) Interest groups
6. \_\_\_\_\_ are standards of behaviour that groups expect of their members.
- (a) Code of conduct      (b) Group values  
(c) Group norms      (d) Organizational norms
7. Ron is very adept at trying to influence employees in other departments on various matters to gain an advantage for himself or for his department. This is known as
- (a) Political behaviour.  
(b) Abuse of power.  
(c) Harassment.  
(d) Referent power
8. \_\_\_\_\_ is the ability to control another's behavior because of the possession of knowledge, experience, or judgment that the other person does not have but needs.
- (a) Coercive power      (b) Expert power  
(c) Information power      (d) Representative power

9. Which of the following is not a symptom of employee resistance to change?
- (a) Increase in performance and productivity
  - (b) Fear of failure
  - (c) Poor communication
  - (d) Lack of trust
10. Organizational development as an intervention programme is basically a \_\_\_\_\_ approach.
- (a) Bottom to top
  - (b) Top to bottom
  - (c) Horizontal
  - (d) None of the above

**Part B**

(5 × 5 = 25)

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

11. (a) Write a short note on the need for organizational behavior.

Or

- (b) How do socio-cultural factors influence organizational behavior?

12. (a) What are the various sources of stress?

Or

- (b) Describe the components of attitude.

13. (a) Give an account of the advantages of group cohesiveness.

Or

- (b) Briefly explain the types of groups.

14. (a) State the characteristics of power in an organization.

Or

- (b) Why it is important to understand the political behavior in an organization?

15. (a) Summarize the determinants of organizational effectiveness.

Or

- (b) What are the reasons for employees' resistance to change in an organization?

**Part C**

(5 × 8 = 40)

Answer any **five** questions.

16. Examine the various approaches to studying the organization's behaviour.
17. Discuss the personality factors that influence the behaviour of employees in an organization.
18. What are the various stages of the perceptual process? How it affects the behaviour of employees?
19. What are norms? Explain the reasons for the enforcement of norms in the organization.
20. Enumerate the different techniques of group decision-making. How it will make an impact on the organization?
21. What is meant by power? Explain its types with examples.
22. Explain the factors influencing the political behaviour in an organization.
23. How will you develop an effective culture in organization? Why is it being important?

**R7759**

**Sub. Code**

**641105**

**M.B.A. (General) DEGREE EXAMINATION,  
NOVEMBER – 2022**

**First Semester**

**Management**

**MANAGERIAL ECONOMICS**

**(CBCS – 2022 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Which cost is more useful for decision-making?
  - (a) Sunk cost
  - (b) Historical cost
  - (c) Opportunity cost
  - (d) Incremental cost
  
2. An input should be so allocated that the value added by the last unit is the same in all cases.
  - (a) Opportunity cost principle
  - (b) Incremental principle
  - (c) Discounting principle
  - (d) Equi-Marginal principle

3. Law of demand shows a relation between the \_\_\_\_\_
- (a) Quantity demand and quantity supply of a commodity
  - (b) Income and quantity demand of a commodity
  - (c) Price and quantity of a commodity
  - (d) Income and price of a commodity
4. When the change in demand is exactly equal to the change in price, it is called
- (a) Perfectly elastic demand
  - (b) Perfectly inelastic demand
  - (c) Relative elastic demand
  - (d) Unitary elastic demand
5. Who classified economies of scale into internal and external?
- (a) Robinson
  - (b) Marshall
  - (c) Edward west
  - (d) Pigue



6. Short-run production function shows the functional relation between for a short period.
- (a) Constant return to scale
  - (b) Increasing returns to scale
  - (c) Decreasing returns to scale
  - (d) Variable returns to scale
7. Which of the following is not a feature of monopolistic competition?
- (a) A large number of producers
  - (b) Free entry and exit
  - (c) More elastic demand
  - (d) Price competition
8. A firm that is the sole seller of a product without close substitutes called:
- (a) Monopoly
  - (b) Oligopoly
  - (c) Competition
  - (d) Bureaucracy
9. Which of the following activities is not included in the calculation of the national income of a country
- (a) A maid working for a family on a full-time basis
  - (b) A lawyer conducting their law practice
  - (c) A housewife performing housework chores
  - (d) A dispensary rendering medical services

10. Which of the following measures are adopted to take care of inflation in an economy?
- (a) Decrease in transfer payments along with a reduction in taxation
  - (b) Increase in transfer payments along with an increase in taxation
  - (c) Decrease in government expenditure along with an increase in taxation
  - (d) Increase in government expenditure along with a decrease in taxation

**Part B**

(5 × 5 = 25)

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

11. (a) Describe the scope of managerial economics.

Or

- (b) Why do managers need to know the Time value of money?

12. (a) Bring out the significance of elasticity of supply.

Or

- (b) Illustrate the law of demand with its assumptions.

13. (a) What is the importance of cost control?

Or

- (b) Illustrate the cost-output relationship in the short run and long run.

14. (a) Explain the salient features of Hawley's Risk Theory of profit.

Or

- (b) Give an account of the objectives of cost volume profit analysis.
15. (a) Illustrate the various stages of the business cycle.

Or

- (b) Explain any two methods to calculate the national income.

**Part C**

(5 × 8 = 40)

Answer any **Five** questions.

16. Explain the fundamental concepts of managerial economics that aid in business decision-making.
17. "Managerial economics bridges the gap between economic theory and business practice"- Explain with examples.
18. Write a detailed note on different types of elasticity of demand with examples.
19. Elucidate the factors affecting the supply of the commodity.
20. State and illustrate the Cobb-Douglas production function. What are the properties of this function?

21. Examine the relationship between various types of cost and their influence on the production function.
22. What factors determine the price of a product under perfect competition? Why a firm under perfect competition a price taker and not a price-maker?
23. Examine the factors which causes the inflation in the economy.

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