

R3709

Sub. Code

641301

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

STRATEGIC MANAGEMENT

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective questions by choosing the correct option.

1. The first step in the strategic management process is:
(CO1, K2)
 - (a) Strategy implementation
 - (b) Strategy evaluation
 - (c) Environmental scanning
 - (d) Value chain analysis

2. Strategic planning differs from strategic management in that it:
(CO1, K2)
 - (a) Is broader and includes implementation
 - (b) Focuses on routine decisions
 - (c) Ignores resource allocation
 - (d) Is focused solely on HR functions

3. PEST analysis helps understand: (CO2, K2)
- (a) Financial returns
 - (b) Resource availability
 - (c) Business profitability
 - (d) Macro-environmental trends
4. A retrenchment strategy is usually adopted during: (CO2, K2)
- (a) Rapid growth
 - (b) Crisis or declining performance
 - (c) High profitability
 - (d) Product development
5. Which strategy is most appropriate for targeting a niche market? (CO3, K2)
- (a) Focus
 - (b) Expansion
 - (c) Cost Leadership
 - (d) Merger
6. The HR functional strategy mainly focuses on: (CO3, K2)
- (a) Cost reduction
 - (b) Leadership and talent acquisition
 - (c) Mergers and acquisitions
 - (d) Inventory management

7. Strategic implementation begins with: (CO4, K2)
- (a) Environmental scanning
 - (b) Allocating resources
 - (c) Leadership development
 - (d) Culture change
8. Hofer's Matrix is based on: (CO4, K2)
- (a) Market attractiveness
 - (b) Industry share and cash flow
 - (c) Product life cycle and competitive strength
 - (d) Advertising intensity
9. EVA is calculated to: (CO5, K2)
- (a) Measure return on customer loyalty
 - (b) Evaluate intangible assets
 - (c) C Predict sales growth
 - (d) Assess value created above capital cost
10. Stakeholder analysis helps in: (CO5, K2)
- (a) Identifying key actors and their interests
 - (b) Sales forecasting
 - (c) Equipment management
 - (d) Market segmentation

Part B

(5 × 5 = 25)

Answer **all** questions not more than 500 words each.

11. (a) Differentiate between strategic planning and strategic management. (CO1, K2)

Or

- (b) Discuss how strategic planning aligns with organizational goals. (CO1, K2)

12. (a) Differentiate between PEST and SWOT analysis. (CO2, K2)

Or

- (b) What are the steps in environmental scanning? (CO2, K2)

13. (a) What are core competencies? How do they affect strategic capability? (CO3, K2)

Or

- (b) Explain how production strategy contributes to competitive advantage. (CO3, K2)

14. (a) What are the major portfolio analysis tools used in strategic decision-making? (CO4, K2)

Or

- (b) List and explain the steps in strategic implementation. (CO4, K2)

15. (a) How do ERP systems support strategic performance evaluation? (CO5, K2)

Or

- (b) Describe the relevance of systems thinking in modern strategic control systems. (CO5, K2)

Part C

(5 × 8 = 40)

Answer **all** questions not more than 1000 words each.

16. (a) Explain the strategic management process.

(CO1, K2)

Or

- (b) Evaluate different levels of strategic planning with examples. (CO1, K2)

17. (a) How does Resource-Based View help companies build sustainable competitive advantage? (CO2, K2)

Or

- (b) Critically evaluate the grand strategies such as stability, expansion, retrenchment, and combination. (CO2, K2)

18. (a) Explain Porter's Generic Strategies. (CO3, K2)

Or

- (b) Discuss how functional-level strategies align with business-level strategies. (CO3, K2)

19. (a) Compare and contrast BCG Matrix and Shell's Directional Policy Matrix in strategic planning.

(CO4, K2)

Or

- (b) Analyze the role of Hofer's Product-Market Evolution Matrix in strategic analysis. (CO4, K2)

20. (a) How are EVA and MVA used to assess value creation in organizations? (CO5, K2)

Or

- (b) Critically evaluate the Balanced Scorecard as a tool for strategic performance evaluation. (CO5, K2)
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R3710

Sub. Code

641302

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

**MANAGEMENT CONTROL AND INFORMATION
SYSTEM**

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective questions by choosing the correct option.

1. Key Result Areas (KRAs) are directly related to:
(CO1, K2)
 - (a) Financial audits
 - (b) Day-to-day operations
 - (c) Employee behaviour analysis
 - (d) Performance measurement and strategic priorities

2. The boundary of a system in systems theory refers to :
(CO1, K2)
 - (a) Physical limit of a department
 - (b) The extent of interaction with the environment
 - (c) Legal limitations
 - (d) Budgetary constraints

3. A profit centre is evaluated based on : (CO2, K4)
- (a) Expenses only
 - (b) Revenue only
 - (c) Both revenue and expenses
 - (d) Investment turnover
4. Performance evaluation involves : (CO2, K4)
- (a) Assessing achievements against goals
 - (b) Tracking employee punctuality
 - (c) Setting salaries
 - (d) Marketing analytics
5. A Decision Support System (DSS) is designed to : (CO3, K4)
- (a) Automate payrolls
 - (b) Support routine clerical work
 - (c) Assist in complex decision-making
 - (d) Record customer orders
6. Unstructured decisions are typically made : (CO3, K4)
- (a) Using programmed logic
 - (b) Through standard reports
 - (c) Based on past templates
 - (d) Using judgment and non-routine information
7. A data flow diagram is primarily used to : (CO4, K3)
- (a) Show data volume
 - (b) Estimate cost
 - (c) Analyze financial statements
 - (d) Illustrate data movement within a system

8. Which of the following is a common fact-finding technique? (CO4, K3)
- (a) Budget review
 - (b) Interviews and observations
 - (c) Brainstorming
 - (d) Ratio analysis
9. Non-profit organizations typically focus control efforts on : (CO5, K2)
- (a) Mission achievement and resource utilization
 - (b) ROI
 - (c) Profitability
 - (d) Shareholder returns
10. Control variation is most evident in : (CO5, K2)
- (a) Sole proprietorships
 - (b) Complex, diverse organizations
 - (c) Homogenous departments
 - (d) Vendor relationships

Part B

(5 × 5 = 25)

Answer **all** the questions not more than 500 words each.

11. (a) Define management control and distinguish it from task control. (CO1, K2)

Or

- (b) Explain the relevance of Key Result Areas (KRAs) in performance control. (CO1, K2)

12. (a) Define and explain the purpose of transfer pricing. (CO2, K4)

Or

- (b) Explain the importance of budgeting in management control. (CO2, K4)

13. (a) Define MIS and its role in supporting managerial control. (CO3, K4)

Or

- (b) Distinguish between structured and unstructured decisions. (CO3, K4)

14. (a) Explain the key symbols and components of a data flow diagram (DFD). (CO4, K3)

Or

- (b) Define system documentation and list its types. (CO4, K3)

15. (a) What are the different types of organizations from a control perspective? (CO5, K2)

Or

- (b) How does a multi-project environment affect control system design? (CO5, K2)

Part C

(5 × 8 = 40)

Answer **all** the questions not more than 1000 words each.

16. (a) Discuss in detail the nature of management control and its importance in large organizations. (CO1, K2)

Or

- (b) Explain the classification of Information Systems used in organizations. (CO1, K2)

17. (a) Analyze how profit centres and transfer pricing mechanisms affect organizational control. (CO2, K4)

Or

- (b) Describe in detail the management control process and its major components. (CO2, K4)

18. (a) Explain the stages involved in installing an MIS. (CO3, K4)

Or

- (b) Analyze the role of MIS in supporting both tactical and strategic decisions. (CO3, K4)

19. (a) Describe the step-by-step procedure for conducting a system study and explain its impact on MIS design. (CO4, K3)

Or

- (b) Discuss the importance of fact-finding techniques in gathering requirements for new systems. (CO4, K3)

20. (a) Explain the characteristics of management control in service organizations. (CO5, K2)

Or

(b) Evaluate the effectiveness of various control practices in non-profit and government organizations. (CO5, K2)

R3711

Sub. Code

641311

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

Elective – WORKING CAPITAL MANAGEMENT

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective type questions by choosing the correct option.

1. Working capital refers to: (CO1, K2)
 - (a) Long-term investments
 - (b) Current assets minus current liabilities
 - (c) Fixed assets
 - (d) Shareholder equity

2. Which of the following is a component of current assets? (CO1, K2)
 - (a) Machinery
 - (b) Accounts receivable
 - (c) Land
 - (d) Patents

3. The purpose of cash budgeting is to: (CO2, K2)
- (a) Plan long-term investments
 - (b) Forecast cash inflows and outflows
 - (c) Calculate depreciation
 - (d) Determine fixed asset requirements
4. The Baumol Model is used for: (CO2, K2)
- (a) Inventory management
 - (b) Determining optimal cash balance
 - (c) Credit policy analysis
 - (d) Calculating EOQ
5. Credit terms “2/10, net 30” mean: (CO3, K5)
- (a) 2% discount if paid within 10 days, otherwise full payment in 30 days
 - (b) 10% discount if paid within 2 days, otherwise full payment in 30 days
 - (c) 2% interest charged after 30 days
 - (d) 10% interest charged after 2 days
6. A high accounts receivable turnover ratio indicates: (CO3, K5)
- (a) Poor collection efficiency
 - (b) Efficient collection of receivables
 - (c) High credit risk
 - (d) Low sales volume

7. The Economic Order Quantity (EOQ) model minimizes: (CO4, K4)
- (a) Fixed costs
 - (b) Total inventory costs
 - (c) Sales revenue
 - (d) Marketing expenses
8. The reorder level is calculated as: (CO4, K4)
- (a) Maximum usage \times Maximum lead time
 - (b) Minimum usage \times Minimum lead time
 - (c) Average usage \times Average lead time
 - (d) EOQ \times Safety stock
9. Factoring involves: (CO5, K6)
- (a) Selling accounts receivable to a third party
 - (b) Purchasing fixed assets
 - (c) Issuing shares
 - (d) Taking long-term loans
10. The Tandon Committee recommendations are related to: (CO5, K6)
- (a) Dividend policy
 - (b) Working capital financing
 - (c) Mergers and acquisitions
 - (d) Corporate governance

Part B

(5 \times 5 = 25)

Answer **all** the questions not more than 500 words each.

11. (a) Explain the importance of working capital management for a business. (CO1, K2)
- Or
- (b) Discuss the operating cycle analysis in working capital management. (CO1, K2)

12. (a) Describe the rationale behind cash management and its significance. (CO2, K2)

Or

- (b) Explain the Baumol Model for optimal cash balance. (CO2, K2)

13. (a) Analyze the impact of credit policy changes on a firm's profitability. (CO3, K5)

Or

- (b) A company has current annual credit sales of Rs. 60,00,000. Its average collection period is 60 days, and bad debts are 2% of sales. The variable costs are 70% of sales, and the cost of capital is 15%.

The company is considering a stricter credit policy with the following implications:

Average collection period would reduce to 45 days.
Sales would decrease by Rs. 6,00,000.

Bad debts would reduce to 1% of the new sales level.

Evaluate whether the proposed stricter credit policy is financially viable for the company. Show all calculations. (CO3, K5)

14. (a) Discuss the types of inventory costs and their relevance in inventory management. (CO4, K4)

Or

- (b) Explain the concept of Economic Order Quantity (EOQ) with an example. (CO4, K4)

15. (a) Compare bank credit and commercial papers as sources of working capital. (CO5, K6)

Or

- (b) Explain the role of factoring in working capital management. (CO5, K6)

Part C

(5 × 8 = 40)

Answer **all** the questions not more than 1000 words each.

16. (a) Discuss the various approaches to working capital finance with examples. (CO1, K2)

Or

- (b) Explain the factors determining the working capital needs of a firm. (CO1, K2)

17. (a) Critically evaluate the strategies for managing marketable securities. (CO2, K2)

Or

- (b) Explain the process of cash budgeting with an illustration. (CO2, K2)

18. (a) Evaluate the significance of credit analysis in receivables management. (CO3, K5)

Or

- (b) Discuss the receivable matrix and its application in monitoring receivables. (CO3, K5)

19. (a) Analyze the role of safety stock in inventory management. (CO4, K4)

Or

- (b) A manufacturing company has an annual demand of 36,000 units for a component. The ordering cost is Rs. 1,000 per order, and the carrying cost is Rs. 50 per unit per year. The purchase price of the component is Rs. 500 per unit. (CO4, K4)

The supplier offers the following quantity discount:

Order Quantity < 1,200 units: No discount

Order Quantity ≥ 1,200 units: 2% discount on the entire order.

Determine the most economical order quantity (EOQ).

20. (a) Critically assess the Tandon Committee recommendations for working capital management. (CO5, K6)

Or

- (b) Discuss the ratios used for controlling working capital. (CO5, K6)
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R3712

Sub. Code

641312

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

Elective : DIRECT TAX LAWS AND PRACTICE

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective type questions by choosing the correct option.

1. Under which section of the Income Tax Act, 1961, is the income of a member of a Scheduled Tribe accruing from any source in specified areas exempt? (CO1, K2)
(a) Section 10(1) (b) Section 10(26)
(c) Section 10(24) (d) Section 10(34D)
2. The income of a non-resident is charged to tax in India: (CO1, K2)
(a) On his global income
(b) Only on income that is received or accrues in India
(c) On income received outside India
(d) Only on agricultural income

3. For a self-occupied property, the Net Annual Value (NAV) is deemed to be: (CO2, K2)
- (a) The actual rent received
 - (b) The municipal valuation
 - (c) Zero
 - (d) The fair rental value
4. Which of the following is deducted from Gross Annual Value (GAV) to arrive at Net Annual Value (NAV)? (CO2, K2)
- (a) Interest on home loan
 - (b) Municipal taxes paid by the tenant
 - (c) Municipal taxes paid by the owner
 - (d) Standard Deduction
5. Expenses which are expressly disallowed under Section 40 of the Income Tax Act include: (CO3, K4)
- (a) Rent paid
 - (b) Salary to employees
 - (c) Payment exceeding Rs. 10,000 in cash
 - (d) Telephone expenses
6. The income of a professional is charged under the head: (CO3, K4)
- (a) Income from Salaries
 - (b) Income from House Property
 - (c) Profits and Gains of Business or Profession
 - (d) Income from Other Sources

7. The period of holding for a residential house to be considered a long-term capital asset is: (CO4, K2)
- (a) More than 12 months
 - (b) More than 24 months
 - (c) More than 36 months
 - (d) More than 6 months
8. Which section allows exemption of capital gains on investment in specified bonds? (CO4, K2)
- (a) Section 80C
 - (b) Section 54
 - (c) Section 54EC
 - (d) Section 10 (10D)
9. Winnings from lottery are taxable under the head: (CO5, K2)
- (a) Income from Salaries
 - (b) Capital Gains
 - (c) Income from Other Sources
 - (d) They are fully exempt
10. The concept of 'Grossing Up' is applicable when: (CO5, K2)
- (a) The taxpayer pays his own tax
 - (b) The taxpayer bears the tax on behalf of the recipient
 - (c) Income is received from abroad
 - (d) Income is agricultural

Part B

(5 × 5 = 25)

Answer **all** questions not more than 500 words each.

11. (a) Explain the concept 'Residential Status' under the Income Tax Act, 1961. Why is it important for determining tax liability? (CO1, K2)

Or

- (b) Mr. X receives a basic salary of Rs. 60,000 p.m., dearness allowance (forming part of salary) of Rs. 15,000 p.m., and entertainment allowance of Rs. 5,000 p.m. He spends Rs. 40,000 professionally on entertainment. Calculate the amount of entertainment allowance taxable under the head 'Salaries'. (CO1, K2)

12. (a) List the conditions for a property to be considered 'Self-Occupied' for income tax purposes. What deductions are allowed from the annual value of such a property? (CO2, K2)

Or

- (b) From the following details of a let-out property, compute the Gross Annual Value (GAV): (CO2, K2)

Municipal Value: Rs.1,80,000

Fair Rental Value: Rs. 2,10,000

Standard Rent: Rs. 1,90,000

Actual Rent Received: Rs. 20,000 p.m.

13. (a) What are 'Capital Expenditures'? Why are they not allowed as a deduction while computing business income? Provide two examples. (CO3, K4)

Or

- (b) From the following information, compute the income chargeable under the head “Profits and Gains of Business or Profession”:
(CO3, K4)
Net Profit as per Profit and Loss A/c: Rs. 8,50,000
Depreciation as per books: Rs. 1,20,000
Depreciation as per Income Tax Act: Rs. 1,80,000
Donation to a political party: Rs. 50,000

14. (a) Differentiate between ‘Short-Term Capital Asset’ and ‘Long-Term Capital Asset’. What is the tax implication of this difference?
(CO4, K2)

Or

- (b) Mr. A purchased a residential house in April 2020 for Rs. 35,00,000. He sold it in June 2024 for Rs. 60,00,000 (expenses on transfer: Rs. 1,00,000). Compute the capital gains for the Assessment Year 2025-26.
(CO4, K2)

15. (a) What is the tax treatment of family pension received? How is it different from regular pension?
(CO5, K2)

Or

- (b) Mr. B wins a car in a quiz show. The market value of the car is Rs. 8,00,000. The quiz show sponsor pays Rs. 1,60,000 as tax on this winning. Calculate the income from other sources to be included in Mr. B’s total income (show the grossing-up calculation).
(CO5, K2)

Part C

(5 × 8 = 40)

Answer **all** questions not more than 1000 words each.

16. (a) Mr. Z, a citizen of India, left India for the first time on 15th May 2023 for employment in the UK. He returned to India on 10th February 2024. Determine his residential status for the Previous Year 2023-24 (Assessment Year 2024-25). Explain the rules you applied.
(CO1, K2)

Or

- (b) From the following details of Mr. Y, compute the income under the head 'Salaries' for the A.Y. 2025-26: (CO1, K2)

Basic Salary: Rs.80,000 p.m.

Dearness Allowance: Rs.20,000 p.m. (50% is part of retirement benefits)

Employer's contribution to Recognized Provident Fund: Rs.7,000 p.m.

Rent-free accommodation provided by employer (population > 25 lakhs). Cost of furniture: Rs.2,00,000.

Professional Tax paid by Mr. Y: Rs.2,500.

17. (a) Mr. G owns two houses. The particulars for the Previous Year 2023-24 are given below: (CO2, K2)

Particulars	House-I (Self-Occupied)	House-II Let Out)
Municipal Value	Rs. 1,20,000	Rs.1,80,000
Fair Rent	Rs. 1,50,000	Rs.2,10,000
Standard Rent	–	Rs.1,90,000
Actual Rent Received/Month	–	Rs.17,000
Municipal Taxes (paid by owner)	Rs. 12,000	Rs.18,000
Interest on borrowed capital	Rs. 85,000	Rs.65,000

Compute his income under the head "Income from House Property" for A.Y. 2025-26.

Or

- (b) Explain the concept of 'Deemed Let Out' property. Under what conditions is a property deemed to be let out? How is its Annual Value determined?

(CO2, K2)

18. (a) Dr. Ashok, a medical practitioner, provides you his income and expenditure details for the year ending 31.03.2024: (CO3, K4)

Receipts from profession: Rs. 18,00,000

Expenses:

Staff Salary: Rs.3,00,000

Rent for clinic: Rs.2,40,000

Medical equipment purchased: Rs.4,00,000

Depreciation on equipment (as per IT rules):
Rs.60,000

Medical journals: Rs.15,000

Conveyance: Rs.50,000

Compute his taxable income under the head "Profits and Gains of Business or Profession" for A.Y. 2025-26.

Or

- (b) Discuss the expenses that are expressly disallowed under Section 40A of the Income Tax Act, 1961.

(CO3, K4)

19. (a) Ms. P sold a plot of land on 1st August 2023 for Rs.42,00,000. She had inherited the land in March 2010. The Fair Market Value of the land as on 1st April 2001 was Rs.6,00,000. She spent Rs.1,00,000 on its sale.

Compute the capital gain assuming: (CO4, K2)

(i) The land was sold after indexation.

(ii) The land was sold without indexation.

Which option is more beneficial for her?
(CII: 2001-02: 100; 2010-11: 167; 2023-24: 348)

Or

- (b) Explain the exemptions available under Sections 54 and 54F of the Income Tax Act for capital gains.

(CO4, K2)

20. (a) Mr. H's income from other sources for the year consists of the following: (CO5, K2)

Interest on Fixed Deposit: Rs.45,000

Interest on Tax-Free Government Bonds: Rs.30,000

Family Pension: Rs.3,60,000 (Tax Deducted at Source: Rs.8,000)

Dividend from Indian Companies: Rs.15,000

Compute his income under the head "Income from Other Sources" for A.Y. 2025-26.

Or

- (b) Mr. K won a cash prize of Rs.15,00,000 in a reality show. The producer of the show deducted TDS of Rs.4,50,000 and paid the balance to Mr. K.

(CO5, K2)

- (i) Calculate the amount of income from other sources to be declared by Mr. K by grossing up the income.
- (ii) What will be the tax liability on this income?

R3713

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641313

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

**Elective : SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT**

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective type questions by choosing the correct option.

1. The process of converting physical share certificates into electronic form is known as: (CO1, K4)
 - (a) Rematerialization
 - (b) Materialization
 - (c) Demat
 - (d) Securitization

2. Which of the following is a characteristic of a well-functioning secondary market? (CO1, K4)
 - (a) Price volatility
 - (b) Price continuity
 - (c) Low liquidity
 - (d) High transaction costs

3. The analysis of GDP growth, inflation, and interest rates is part of: (CO2, K2)
- (a) Economic Analysis
 - (b) Technical Analysis
 - (c) Company Analysis
 - (d) Industry Analysis
4. The P/E ratio is a key metric used in: (CO2, K2)
- (a) Company Analysis
 - (b) Technical Analysis
 - (c) Economic Analysis
 - (d) None of the above
5. The Efficient Market Hypothesis (EMH) suggests that: (CO3, K4)
- (a) All stocks are perfectly priced
 - (b) Fundamental analysis is always profitable
 - (c) It is impossible to consistently outperform the market
 - (d) Technical analysis is the best investment strategy
6. According to Dow Theory, the most important trend for identifying the market's primary direction is the: (CO3, K4)
- (a) Primary trend
 - (b) Intermediate trend
 - (c) Short-term trend
 - (d) Daily trend

7. In the Capital Asset Pricing Model (CAPM), the risk of a security that cannot be diversified away is measured by: (CO4, K4)
- (a) Standard Deviation
 - (b) Beta (β)
 - (c) Variance
 - (d) Alpha (α)
8. The main objective of diversification is to: (CO4, K4)
- (a) Maximize returns
 - (b) Eliminate all risk
 - (c) Increase systematic risk
 - (d) Reduce unsystematic risk
9. Jensen's Measure evaluates a portfolio manager's performance based on: (CO5, K2)
- (a) Total risk
 - (b) Diversifiable risk
 - (c) Alpha (excess return over CAPM prediction)
 - (d) The portfolio's standard deviation
10. A plan that involves shifting investments between equity and debt based on predetermined rules is called a: (CO5, K2)
- (a) Buy-and-hold strategy
 - (b) Formula plan
 - (c) Random walk strategy
 - (d) Market timing strategy

Part B

(5 × 5 = 25)

Answer **all** questions not more than 500 words each.

11. (a) Differentiate between the primary market and the secondary market. Explain the role of SEBI in regulating these markets. (CO1, K4)

Or

- (b) “All risks are not equal for an investor”. Elaborate on this statement by explaining the different types of risk faced by an investor in securities. (CO1, K4)

12. (a) Describe the three-step process of fundamental analysis. (CO2, K2)

Or

- (b) What is an Industry Life Cycle? Identify and explain its various stages. (CO2, K2)

13. (a) Explain the Dow Theory and its three basic movements/trends. (CO3, K4)

Or

- (b) What is the Efficient Market Hypothesis (EMH)? Briefly explain its three forms. (CO3, K4)

14. (a) State the assumptions and equation of the Capital Asset Pricing Model (CAPM). What does the Security Market Line (SML) represent? (CO4, K4)

Or

- (b) Write a short note on the Markowitz Portfolio Theory focusing on its approach to risk and return. (CO4, K4)

15. (a) Discuss the key steps involved in the portfolio management process. (CO5, K2)

Or

- (b) Distinguish between Sharpe's Ratio and Treynor's Ratio. When would one be preferred over the other? (CO5, K2)

Part C

(5 × 8 = 40)

Answer **all** questions not more than 1000 words each.

16. (a) "The investment environment in India has been transformed by technological and regulatory changes". Critically evaluate this statement with special reference to the role of Demat accounts and SEBI. (CO1, K4)

Or

- (b) Mr. A has an investment horizon of one year. He is considering the following options: (i) Equity shares of a blue-chip company, (ii) Corporate Debentures (AA rated), (iii) Bank Fixed Deposit, and (iv) Government Securities. Analyze the risk and return characteristics of each of these investment alternatives for Mr. A. (CO2, K2)

17. (a) Perform a detailed SWOT analysis for a company of your choice in the Indian automobile industry. Explain how each factor you identify would impact a fundamental analyst's valuation of the company. (CO2, K2)

Or

- (b) The following data is available for two companies:

Company	Current Market Price (Rs.)	EPS	Expected Growth rate	Dividend Payout Ratio
X Ltd	250	20	10%	40%
Y Ltd.	400	30	8%	50%

Assuming a required rate of return of 12%, calculate the intrinsic value of both companies using the Gordon Growth Model. Advise which stock is fundamentally undervalued. (CO3, K4)

18. (a) The daily closing prices (Rs.) of a stock for 10 days are: 100, 102, 105, 103, 107, 110, 108, 112, 115, 118.

Calculate the 5-day Simple Moving Average (SMA) for days 5 to 10. Plot the prices and the SMA on a graph and interpret the buy/sell signals based on the moving average crossover rule. (CO3, K4)

Or

- (b) The total market capitalization of an index is Rs. 10,00,000 Cr. The advance/decline data for a day is as follows: Advances: 1200 stocks, Declines: 800 stocks, Unchanged: 200 stocks. Calculate the Breadth of the Market (Advance/Decline Ratio). What does this ratio indicate about the market's underlying health on that day? (CO3, K4)

19. (a) Consider two securities, A and B: (CO4, K4)

Security	Expected return	Standard Deviation
A	15%	20%
B	10%	12%

The correlation coefficient between their returns is 0.20.

- (i) Calculate the expected return and risk (standard deviation) of a portfolio invested 60% in A and 40% in B.
- (ii) Explain the effect of correlation on portfolio risk based on your calculation.

Or

(b) The risk-free rate is 5%. The market portfolio's expected return is 15%. Security X has a Beta of 1.5.
(CO4, K4)

(i) Calculate the expected return of Security X using CAPM.

(ii) If the actual or observed return of Security X is 20%, calculate its Jensen's Alpha. Is the security overvalued or undervalued?

20. (a) The following data is for a portfolio and the market:
(CO5, K2)

Average Return of Portfolio : 18%

Average Return of Market : 14%

Standard Deviation of Portfolio : 22%

Standard Deviation of Market : 18%

Beta : 1.2

Risk-free rate : 6%

Evaluate the performance of the portfolio using:

(i) Sharpe's Measure

(ii) Treynor's Measure

(iii) Jensen's Measure (Alpha)

Provide a comparative interpretation of the results.

Or

(b) Describe the Constant Ratio Plan and the Variable Ratio Plan as formula plans for portfolio revision. Illustrate with a numerical example how a Constant Ratio Plan would work in a fluctuating market.
(CO5, K2)

R3714

Sub. Code

641321

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

Elective : CONSUMER BEHAVIOUR

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective type questions by choosing the correct option.

1. The study of the processes involved when individuals select, purchase, use, or dispose of goods is called :
(CO1, K2)
 - (a) Consumer Psychology
 - (b) Consumer Behaviour
 - (c) Marketing Management
 - (d) Market Segmentation

2. The role of marketing in consumer behaviour primarily focuses on :
(CO1, K2)
 - (a) Monitoring production capacity
 - (b) Increasing supplier power
 - (c) Minimizing advertising expenses
 - (d) Understanding and satisfying consumer needs

3. Maslow's hierarchy of needs suggests that : (CO2, K4)
- (a) All needs are equally important
 - (b) Higher needs must be satisfied before basic needs
 - (c) Basic needs must be satisfied before higher needs
 - (d) Needs cannot be classified
4. The process by which consumers select, organise, and interpret sensory information is called : (CO2, K4)
- (a) Learning
 - (b) Perception
 - (c) Motivation
 - (d) Attitude formation
5. Nicosia's model differs from other models by focusing more on : (CO3, K4)
- (a) Organisational buying
 - (b) Brand loyalty
 - (c) Consumer personality
 - (d) Communication between the firm and the consumer
6. Which buying behaviour requires the most information search? (CO3, K4)
- (a) Routine response
 - (b) Limited problem-solving
 - (c) Extensive problem-solving
 - (d) Impulse buying

7. Social class is generally determined by : (CO4, K2)
- (a) Product preference
 - (b) Occupation, income and education
 - (c) Number of friends
 - (d) Shopping frequency
8. Cross-cultural marketing involves : (CO4, K2)
- (a) Selling the same product in only one country
 - (b) Increasing global product prices
 - (c) Ignoring cultural differences
 - (d) Adapting marketing strategies for different cultural backgrounds
9. Perceptual selection refers to : (CO5, K5)
- (a) Choosing which stimuli to focus on
 - (b) Organising sensory inputs
 - (c) Ignoring all information
 - (d) Remembering past experiences
10. Consumer risk perception refers to : (CO5, K5)
- (a) The chance of physical injury during purchase
 - (b) The consumer's belief about potential negative outcomes
 - (c) The product's defect rate
 - (d) The supplier's financial risk

Part B

(5 × 5 = 25)

Answer **all** the questions not more than 500 words each.

11. (a) Explain the relationship between consumer behaviour and market segmentation. (CO1, K2)

Or

- (b) What are the applications of consumer behaviour principles in marketing? (CO1, K2)

12. (a) Explain consumer needs in detail. (CO2, K4)

Or

- (b) State the role of personality in consumer behaviour. (CO2, K4)

13. (a) Explain routine response behaviour with an example. (CO3, K4)

Or

- (b) What is consumer gifting behaviour? Explain. (CO3, K4)

14. (a) Explain the role of friendship groups in consumer behaviour. (CO4, K2)

Or

- (b) Explain subculture with an example. (CO4, K2)

15. (a) Describe perceptual selection. (CO5, K5)

Or

(b) Explain consumer risk perceptions. (CO5, K5)

Part C (5 × 8 = 40)

Answer **all** questions not more than 1000 words each.

16. (a) Discuss the need and importance of studying consumer behaviour in detail. (CO1, K2)

Or

(b) Elaborate the relationship between consumer behaviour principles and strategic marketing. (CO1, K2)

17. (a) Discuss Maslow's hierarchy of needs in relation to consumer behaviour. (CO2, K4)

Or

(b) Discuss the process of attitude formation and change. (CO2, K4)

18. (a) Discuss the Engel-Kollat-Blackwell (EKB) model. (CO3, K4)

Or

(b) Analyse the importance of relationship marketing in today's business environment. (CO3, K4)

19. (a) Explain the role of social class in consumer behaviour. (CO4, K2)

Or

- (b) Analyse the motivations behind opinion leadership. (CO4, K2)

20. (a) Discuss the stages of perception in consumer behaviour. (CO5, K5)

Or

- (b) Explain price perception in consumer decision-making. (CO5, K5)
-

R3715

Sub. Code

641322

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

Elective – MARKETING COMMUNICATIONS

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective type questions by choosing the correct option.

1. What is the benefit of advertising that helps a brand stand out from its competitors? (CO1, K2)
 - (a) Increased brand awareness
 - (b) Improved sales
 - (c) Competitive advantage
 - (d) Market expansion

2. Which of the following is an example of outdoor advertising? (CO1, K1)
 - (a) Television ad
 - (b) Newspaper ad
 - (c) Billboard
 - (d) Social media ad

3. What does the creativity concept in advertising aim to achieve? (CO2, K2)
- (a) To make ads boring
 - (b) To grab audience attention and engage them
 - (c) To decrease ad effectiveness
 - (d) To limit ad reach
4. What is copy in the construction of an advertisement? (CO2, K2)
- (a) The visual part of the ad
 - (b) The written or spoken content of the ad
 - (c) The layout of the ad
 - (d) The media channel used
5. Which of the following is a factor in developing a media plan? (CO3, K2)
- (a) Product pricing
 - (b) Target audience identification
 - (c) Employee management
 - (d) Inventory control
6. How does budget allocation impact advertising media strategy? (CO3, K1)
- (a) It doesn't impact strategy
 - (b) It influences choice of media channels based on costs and ROI
 - (c) It limits creativity
 - (d) It decreases effectiveness

7. What role do advertising agencies play? (CO4, K1)
- (a) Limiting ad creation
 - (b) Creating, planning, executing ad campaigns for clients
 - (c) Ignoring client goals
 - (d) Decreasing ad effectiveness
8. What is one economic aspect of advertising? (CO4, K1)
- (a) Decreasing sales
 - (b) Driving sales and revenue for businesses
 - (c) Ignoring target audience
 - (d) Limiting brand visibility
9. Which of the following is a tool/component of IMC? (CO5, K1)
- (a) Product pricing
 - (b) Advertising
 - (c) Employee management
 - (d) Inventory control
10. How does understanding consumer behavior impact IMC? (CO5, K1)
- (a) It has no impact
 - (b) It helps tailor messages and strategies for better engagement
 - (c) It limits targeting
 - (d) It decreases effectiveness

Part B

(5 × 5 = 25)

Answer **all** the questions not more than 500 words each.

11. (a) What is marketing communication? Explain its importance in business. (CO1, K2)

Or

- (b) Discuss the growth of advertising in India. (CO1, K3)

12. (a) Explain the concept of creativity in advertising. (CO2, K2)

Or

- (b) Describe the components involved in constructing an advertisement. (CO2, K2)

13. (a) Describe the importance of target audience identification in media planning. (CO3, K3)

Or

- (b) Explain how market identification influences media strategy in advertising. (CO3, K3)

14. (a) Describe the role of research in advertising. (CO4, K1)

Or

- (b) Explain the functions of an advertising agency. (CO4, K2)

15. (a) What are the tools/components of IMC? (CO5, K1)

Or

- (b) Discuss the role of advertising agencies in IMC. (CO5, K2)

Part C

(5 × 8 = 40)

Answer **all** the questions not more than 1000 words each.

16. (a) Discuss the evolution of marketing communication from traditional to digital platforms. (CO1, K2)

Or

- (b) Examine the role of advertising in building and maintaining strong brands. (CO1, K3)

17. (a) Discuss the advertising communication process in detail, highlighting its elements and importance in effective advertising. (CO2, K2)

Or

- (b) Discuss the significance of advertising media selection in a campaign. How do factors like target audience, budget, and campaign goals influence media choice? (CO2, K4)

18. (a) Explain the steps involved in the development of a media plan for an advertising campaign. (CO3, K4)

Or

- (b) Discuss the key considerations in budgeting for advertisement programs and how impacts media strategy budget. (CO3, K5)

19. (a) Explain how advertising effectiveness is evaluated. What metrics are commonly used? (CO4, K3)

Or

- (b) What are some common criticisms of advertising? How do these criticisms impact the practice of advertising? (CO4, K4)

20. (a) Discuss the concept of Integrated Marketing Communication (IMC) and its importance in modern marketing. (CO5, K3)

Or

- (b) Discuss about some advertising agencies in India. (CO5, K4)
-

R3716

Sub. Code

641323

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

Elective : ADVANCED MARKETING RESEARCH

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective questions by choosing the correct option.

1. What is the primary purpose of Marketing Research?
(CO1, K2)
 - (a) To develop marketing strategies
 - (b) To identify target markets
 - (c) To gather and analyze data to inform marketing decisions
 - (d) To launch new products

2. Which of the following is a key interface of Marketing Research with other disciplines?
(CO1, K1)
 - (a) Only with statistics
 - (b) Only with psychology
 - (c) With multiple disciplines including statistics, psychology, sociology and economics
 - (d) With none of the above

3. What is the purpose of desk research? (CO2, K2)
- (a) To collect primary data
 - (b) To analyze panel data
 - (c) To gather existing information from secondary sources
 - (d) To conduct omnibus surveys
4. What is an omnibus survey? (CO2, K2)
- (a) A survey that focuses on a single research topic
 - (b) A survey that includes questions from multiple clients
 - (c) A survey that uses only qualitative questions
 - (d) A survey that is conducted only online
5. What is conjoint analysis used for in market research? (CO3, K2)
- (a) To measure customer attitudes towards a brand
 - (b) To identify customer needs and preferences
 - (c) To determine the optimal combination of product features and pricing
 - (d) To evaluate the effectiveness of a marketing campaign
6. What is a repertory grid used for in market research? (CO3, K1)
- (a) To measure customer attitudes towards a brand
 - (b) To identify customer needs and preferences
 - (c) To understand how customers perceive and differentiate between products
 - (d) To evaluate the effectiveness of a marketing campaign

7. What is the primary objective of distribution research in market research? (CO4, K1)
- (a) To determine the optimal price for a product
 - (b) To evaluate the effectiveness of a marketing campaign
 - (c) To identify the most effective distribution channels
 - (d) To measure customer satisfaction
8. What type of research is used to determine the optimal location for a warehouse or retail store? (CO4, K1)
- (a) Market segmentation research
 - (b) Pricing research
 - (c) Location research
 - (d) Product testing
9. What is the primary advantage of web-based marketing research? (CO5, K1)
- (a) Higher cost
 - (b) Faster data collection
 - (c) Limited sample size
 - (d) Biased responses
10. What is the primary benefit of online targeted advertising? (CO5, K1)
- (a) Increased costs
 - (b) Decreased effectiveness
 - (c) Improved targeting and efficiency
 - (d) Limited reach

Part B

(5 × 5 = 25)

Answer **all** the questions not more than 500 words each.

11. (a) Discuss the importance of marketing research in today's business environment. How does it help organizations make informed decisions and stay competitive? Provide examples to support your answer. (CO1, K2)

Or

- (b) Outline the steps involved in the marketing research process. (CO1, K3)
12. (a) Describe the differences between quantitative and qualitative research methods in market research. Provide examples of when each method is most suitable. (CO2, K2)

Or

- (b) Explain the concept of omnibus surveys and their advantages in market research. What are some design issues that need to be considered when conducting omnibus surveys? (CO2, K2)
13. (a) Describe the concept of perceptual mapping and its applications in market research. How can perceptual maps be used to inform marketing strategy? (CO3, K3)

Or

- (b) Explain the concept of test marketing and its objectives. What are the benefits and limitations of test marketing? (CO3, K3)

14. (a) Describe the importance of pricing research in market research. How can pricing research inform business decisions? (CO4, K1)

Or

- (b) Describe the Gabor and Granger method of pricing research. How can this method be used to determine the optimal price for a product? (CO4, K2)
15. (a) Discuss the importance of the internet in marketing research today. How has the internet changed the way marketing research is conducted? (CO5, K1)

Or

- (b) Describe the different types of online research analysis tools available. Provide examples of each. (CO5, K2)

Part C

(5 × 8 = 40)

Answer **all** the questions not more than 1000 words each.

16. (a) Examine the interface between marketing research and other disciplines such as statistics, psychology, sociology, and economics. How do these disciplines contribute to the development of marketing research methodologies and techniques? (CO1, K2)

Or

- (b) Evaluate the role of major market research agencies in India, such as IMRB, Nielsen and Ipsos. What services do these agencies offer and how do they contribute to the development of marketing research in India? (CO1, K3)

17. (a) Explain the importance of measurement scales in market research, particularly in the context of attitude measurement and brand perception. Discuss the different types of measurement scales (nominal, ordinal, interval and ratio) and provide examples of when each type of scale is most suitable. (CO2, K2)

Or

(b) Discuss the role of panel research in understanding consumer behavior and market trends. How can panel data be used to inform marketing strategies and product development? (CO2, K4)

18. (a) Explain the concept of product testing and its objectives. What are the different types of product tests that can be conducted? (CO3, K4)

Or

(b) Describe the concept of market segmentation and its importance in marketing strategy. What are the different types of market segmentation? (CO3, K5)

19. (a) Explain the importance of incorporating price into product tests and concept tests. How can businesses use price in product development and testing? (CO4, K3)

Or

(b) Describe the concept of retail location research and its applications in market research. How can retail location research inform business decisions? (CO4, K4)

20. (a) Discuss the future of marketing research in the digital age. How will emerging technologies. (CO5, K3)

Or

(b) Explain the concept of online customer feedback and its importance in marketing research. How can businesses use online customer feedback to improve their products and services? (CO5, K4)

R3717

Sub. Code

641326

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

Elective : DIGITAL MARKETING

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective type questions by choosing the correct option.

1. Which of the following is NOT a characteristic of digital marketing? (CO1, K2)
 - (a) Interactivity
 - (b) Real-time feedback
 - (c) Geographical limitation
 - (d) Cost-effectiveness

2. In SEO, the practice of optimizing website speed, mobile friendliness, and site navigation relates to: (CO1, K2)
 - (a) On-page SEO
 - (b) Off-page SEO
 - (c) Keyword stuffing
 - (d) Technical SEO

3. Which of the following is an example of reputation management? (CO2, K3)
- (a) Posting ads on Google
 - (b) Responding to negative customer reviews on Twitter
 - (c) Increasing website traffic using SEO
 - (d) Offering discounts on products
4. Online marketing mix differs from traditional mix mainly due to: (CO2, K3)
- (a) Use of physical channels
 - (b) Dependence on technology and data
 - (c) No involvement of consumers
 - (d) Elimination of promotions
5. A/B testing in email marketing is used to: (CO3, K4)
- (a) Compare performance of two versions of an email
 - (b) Test the speed of email delivery
 - (c) Remove inactive subscribers
 - (d) Check competitor emails
6. Which of the following best describes E-CRM? (CO3, K4)
- (a) Managing financial accounts online
 - (b) Offline customer complaint systems
 - (c) Using internet tools to manage customer relationships
 - (d) Employee payroll systems

7. Which of the following is a traffic-building technique? (CO4, K4)
- (a) Keyword stuffing
 - (b) Backlinking
 - (c) Ignoring analytics
 - (d) Reducing site updates
8. The Premium model in web business allows: (CO4, K4)
- (a) Access to free basic services, with premium upgrades paid
 - (b) Free products with no premium version
 - (c) Premium-only access
 - (d) Payment before service trial
9. Which of the following is an example of online co-creation? (CO5, K4)
- (a) Pre-recorded radio promotions
 - (b) Retailers selling stock through outlets
 - (c) Companies running TV advertisements
 - (d) Customers designing Nike shoes on NikeID platform
10. In engagement marketing, two-way communication is important because it: (CO5, K4)
- (a) Reduces the need for customer service
 - (b) Builds trust and encourages loyalty
 - (c) Eliminates social media marketing
 - (d) Focuses only on offline channels

Part B

(5 × 5 = 25)

Answer **all** questions not more than 500 words each.

11. (a) List the advantages of digital marketing over traditional marketing. (CO1, K2)

Or

- (b) Explain the role of SEO and SEM in digital marketing. (CO1, K2)

12. (a) Explain the importance of website monetization for businesses. (CO2, K3)

Or

- (b) Describe factors influencing online consumer behaviour. (CO2, K3)

13. (a) What are the benefits of social media marketing for organizations? (CO3, K4)

Or

- (b) Write short notes on market influence analytics in digital marketing. (CO3, K4)

14. (a) Explain the concept of business drivers in the virtual world. (CO4, K4)

Or

- (b) State the advantages of online branding. (CO4, K4)

15. (a) Explain the role of segmentation in digital marketing. (CO5, K4)

Or

- (b) What are the benefits of online campaign management? (CO5, K4)

Part C

(5 × 8 = 40)

Answer **all** questions not more than 1000 words each.

16. (a) Explain important digital marketing metrics used to evaluate campaigns. (CO1, K2)

Or

- (b) Discuss the challenges of digital marketing in India. (CO1, K2)

17. (a) Explain the steps in developing an effective SEO strategy. (CO2, K3)

Or

- (b) Analyse the role of e-marketing in customer acquisition. (CO2, K3)

18. (a) Discuss the importance of email marketing in lead nurturing. (CO3, K4)

Or

- (b) Evaluate the impact of CRM in digital marketing strategies. (CO3, K4)

19. (a) Explain the various types of traffic-building strategies with examples. (CO4, K4)

Or

- (b) Discuss how e-commerce has transformed consumer buying behaviour. (CO4, K4)

20. (a) Discuss the importance of online communication in engagement marketing. (CO5, K4)

Or

- (b) Evaluate the role of online co-creation in product innovation. (CO5, K4)
-

R3718

Sub. Code

641341

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

Elective : HUMAN RESOURCE DEVELOPMENT

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective type questions by choosing the correct option.

1. HRD primarily aims at : (CO1, K3)
 - (a) Short-term labor management
 - (b) Developing employee competencies for long-term success
 - (c) Monitoring employee attendance only
 - (d) Reducing salary expenditure

2. Which of the following is not a critical attribute of HRD? (CO1, K3)
 - (a) Openness
 - (b) Team spirit
 - (c) Trust
 - (d) Punitive control

3. Management by Objectives in appraisal focuses on :
(CO2, K2)
- (a) Goal-setting and performance measurement
 - (b) Employee discipline
 - (c) Salary benchmarking
 - (d) Attendance monitoring
4. 360-degree feedback in appraisal collects inputs from :
(CO2, K2)
- (a) Only immediate supervisors
 - (b) External consultants only
 - (c) Trade unions only
 - (d) Multiple stakeholders like peers, subordinates, and customers
5. Organizational effectiveness is best achieved when :
(CO3, K2)
- (a) Employees avoid change
 - (b) Structures remain rigid
 - (c) Clear goals align with effective HRD practices
 - (d) Decisions are centralized only
6. A healthy HRD climate ensures :
(CO3, K2)
- (a) Resistance to innovation
 - (b) Openness, participation, and mutual trust
 - (c) Only top-down communication
 - (d) Avoidance of employee training

7. Potential appraisal is mainly used for : (CO4, K4)
- (a) Determining employee compensation
 - (b) Identifying employees for future roles and responsibilities
 - (c) Reducing training expenses
 - (d) Preparing payroll records
8. Which of the following is an off-the-job training method? (CO4, K4)
- (a) Apprenticeship
 - (b) Coaching
 - (c) Job rotation
 - (d) Case study
9. A key HRD strategy for global competitiveness is : (CO5, K6)
- (a) Continuous upskilling and talent development
 - (b) Ignoring workforce diversity
 - (c) Reducing leadership development
 - (d) Avoiding use of technology
10. Which of the following represents a future direction of HRD in India? (CO5, K6)
- (a) Reducing focus on learning culture
 - (b) Building agile and adaptive workforce
 - (c) Exclusive reliance on traditional training methods
 - (d) Ignoring employee wellness

Part B

(5 × 5 = 25)

Answer **all** questions not more than 500 words each.

11. (a) Explain the significance of Role Analysis in HRD.
(CO1, K3)

Or

- (b) Explain the concept of Critical Attributes in HRD.
(CO1, K3)

12. (a) Explain the development-oriented performance appraisal system.
(CO2, K2)

Or

- (b) What is interpersonal feedback in performance appraisal?
(CO2, K2)

13. (a) What are the key factors of Organizational Effectiveness?
(CO3, K2)

Or

- (b) How does HRD climate influence employee behavior?
(CO3, K2)

14. (a) Explain the objectives of Career Planning.
(CO4, K4)

Or

- (b) Briefly describe the steps of training programme design.
(CO4, K4)

15. (a) Explain the significance of HRD strategies in today's organizations.
(CO5, K6)

Or

- (b) What are the benefits of technology-enabled HRD?
(CO5, K6)

Part C

(5 × 8 = 40)

Answer **all** questions not more than 1000 words each.

16. (a) Discuss the meaning, importance, and scope of HRD. (CO1, K3)

Or

- (b) Explain Key Performance Areas (KPAs) with examples. (CO1, K3)

17. (a) Describe the traditional methods of Performance Appraisal. (CO2, K2)

Or

- (b) Analyze the role of Performance Counselling in employee development. (CO2, K2)

18. (a) Discuss the elements of HRD Climate in detail. (CO3, K2)

Or

- (b) Explain the role of Organization Development in managing change. (CO3, K2)

19. (a) Explain Potential Appraisal and its importance. (CO4, K4)

Or

- (b) Evaluate the effectiveness of different training methods. (CO4, K4)

20. (a) Critically examine the future directions of HRD in India. (CO5, K6)

Or

- (b) Discuss HRD strategies for enhancing employee engagement and retention. (CO5, K6)
-

R3719

Sub. Code

641342

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

**Elective – ORGANIZATIONAL CULTURE AND
DEVELOPMENT**

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective type questions by choosing the correct option.

1. Which of the following best describes the foundation of organizational culture? (CO1, K1)
 - (a) Company's revenue goals
 - (b) Leadership rotation
 - (c) Shared beliefs and values
 - (d) Product innovation

2. A strong organizational culture typically results in which of the following? (CO1, K1)
 - (a) High employee turnover
 - (b) Increased conflict
 - (c) Low motivation
 - (d) Better teamwork and morale

3. What does the process component in OD primarily focus on? (CO2, K2)
- (a) Legal compliance
 - (b) Technical system design
 - (c) Improving group dynamics and communication
 - (d) Market expansion
4. Which one of the following supports cultural reinforcement in OD's maintenance phase? (CO2, K1)
- (a) Job redesign
 - (b) Layoffs
 - (c) Cultural audits and feedback loops
 - (d) Outsourcing HR
5. Which of the following is NOT a step in the action research process? (CO3, K1)
- (a) Diagnosing
 - (b) Implementation
 - (c) Forecasting
 - (d) Evaluation
6. What distinguishes action research from traditional research? (CO3, K2)
- (a) It ignores feedback
 - (b) It is theoretical only
 - (c) It involves active participation and feedback loops
 - (d) It avoids data analysis

7. Which of the following is a goal of team-building interventions? (CO4, K1)
- (a) Creating individual development plans
 - (b) Enhancing team performance and cohesion
 - (c) Evaluating financial performance
 - (d) Restructuring the organization
8. Which OD intervention focuses on organizational hierarchy, job roles, and reporting relationships? (CO4, K1)
- (a) Group process intervention
 - (b) Interpersonal skills training
 - (c) Structural intervention
 - (d) Team-building intervention
9. Which of the following is NOT a type of organizational change? (CO5, K1)
- (a) Strategic change
 - (b) Physical change
 - (c) Structural change
 - (d) Technological change
10. Which resistance strategy involves delaying implementation until opponents give up? (CO5, K1)
- (a) Participation
 - (b) Manipulation
 - (c) Education
 - (d) Negotiation

Part B

(5 × 5 = 25)

Answer **all** questions not more than 500 words each.

11. (a) Explain five methods an organization can use to develop a strong organizational culture. (CO1, K1)

Or

- (b) Analyze five ways organizational culture influences employee performance. (CO1, K4)

12. (a) Mention any four tools used in the diagnostic component and their purpose. (CO2, K1)

Or

- (b) Explain the role of leadership in the maintenance component of OD. (CO2, K3)

13. (a) Define action research and explain any two of its key features. (CO3, K1)

Or

- (b) Explain two conditions where action research is not recommended in OD. (CO3, K4)

14. (a) What are intergroup interventions? How do they help in OD? (CO4, K2)

Or

- (b) What are structural interventions? Mention two types with examples. (CO4, K3)

15. (a) Mention any two objectives of organizational change. (CO5, K2)

Or

- (b) Explain any two methods to overcome resistance to change. (CO5, K3)

Part C

(5 × 8 = 40)

Answer **all** questions not more than 1000 words each.

16. (a) Describe the key processes involved in developing organizational culture. Explain any eight contributors. (CO1, K4)

Or

- (b) Examine any eight ways in which organizational culture affects employee behavior and organizational performance. (CO1, K4)

17. (a) Explain the stages of diagnostic component and how it leads to successful OD interventions. (CO2, K4)

Or

- (b) What are the steps involved in the action and process-maintenance component? Explain with examples. (CO2, K5)

18. (a) Describe the uses and advantages of action research in organizational development. (CO3, K3)

Or

- (b) Explain the steps involved in conducting action research in OD with a practical example. (CO3, K5)

19. (a) Discuss the objectives, techniques, and benefits of team interventions in OD. (CO4, K4)

Or

- (b) Explain comprehensive OD interventions. How are they different from structural or group-level interventions? (CO4, K4)

20. (a) Discuss the process of organizational change with examples. (CO5, K4)

Or

- (b) Analyze the role of communication in managing organizational change. (CO5, K4)
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R3720

Sub. Code

641345

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

Elective : PERFORMANCE MANAGEMENT

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective type questions by choosing the correct option.

1. Which of the following is not an objective of performance management? (CO1, K2)
 - (a) Aligning goals with organisational strategy
 - (b) Enhancing employee performance
 - (c) Ensuring employee turnover
 - (d) Identifying training needs

2. Which of the following is a major benefit of performance appraisal? (CO1, K2)
 - (a) Promotes role ambiguity
 - (b) Improves communication between employee and manager
 - (c) Reduces employee participation
 - (d) Focuses only on past failures

3. Key Performance Areas represent: (CO2, K3)
- (a) Financial rewards linked to seniority
 - (b) Informal recognition practices
 - (c) Broader job dimensions critical for success
 - (d) Employee grievances
4. Which performance measure links financial and non-financial indicators? (CO2, K3)
- (a) Balanced Scorecard
 - (b) Profitability Index
 - (c) Zero-based Budgeting
 - (d) Return on Investment
5. HR Accounting is mainly used to: (CO3, K4)
- (a) Decide organisational structure
 - (b) Replace employee appraisals
 - (c) Eliminate labour costs
 - (d) Record the financial value of human resources
6. Assessment Centres are effective for: (CO3, K4)
- (a) Identifying training needs and leadership potential
 - (b) Salary fixation
 - (c) Exit interviews
 - (d) Routine payroll processing

7. Which of the following is a non-monetary reward? (CO4, K2)
- (a) Profit-sharing
 - (b) Bonus
 - (c) Flexible working hours
 - (d) ESOPs
8. A major base for determining incentives linked to organisational results is: (CO4, K2)
- (a) Profit-sharing
 - (b) Piece-rate system
 - (c) Seniority-based pay
 - (d) Skill-based pay
9. Coaching in performance management primarily focuses on: (CO5, K2)
- (a) Reducing working hours
 - (b) Developing employees through guidance and feedback
 - (c) Eliminating training programs
 - (d) Increasing absenteeism
10. Which is a common tool for monitoring employee attitudes? (CO5, K2)
- (a) BARS
 - (b) EVA
 - (c) ESOPs
 - (d) Attitude surveys

Part B

(5 × 5 = 25)

Answer **all** the questions not more than 500 words each.

11. (a) State the benefits of performance management. (CO1, K2)

Or

- (b) Explain any four common errors in performance appraisal. (CO1, K2)

12. (a) Explain the role of Key Result Areas in performance planning. (CO2, K3)

Or

- (b) What is benchmarking in performance management? (CO2, K3)

13. (a) Explain HR Accounting as a tool of performance measurement. (CO3, K4)

Or

- (b) Differentiate between 360-degree and 540-degree appraisal. (CO3, K4)

14. (a) List the bases for determining incentives in organisations. (CO4, K2)

Or

- (b) Explain the types of recognition in performance management. (CO4, K2)

15. (a) What are the essential conditions for effective performance counseling? (CO5, K4)

Or

- (b) State any four methods of performance monitoring. (CO5, K4)

Part C (5 × 8 = 40)

Answer **all** questions not more than 1000 words each.

16. (a) Discuss the purposes of performance appraisal. (CO1, K2)

Or

- (b) Examine the differences between performance appraisal and performance management. (CO1, K2)

17. (a) Explain the principles of performance planning. (CO2, K3)

Or

- (b) Evaluate Economic Value Added as a performance measure. (CO2, K3)

18. (a) Discuss the effectiveness of Assessment Centres in employee development. (CO3, K4)

Or

- (b) Analyse the significance of Behaviourally Anchored Rating Scale. (CO3, K4)

19. (a) Explain the role of motivation in designing incentive systems. (CO4, K2)

Or

- (b) Examine the process of reward management. (CO4, K2)

20. (a) Explain the role of coaching in performance management. (CO5, K2)

Or

- (b) Analyse the challenges in performance evaluation and monitoring. (CO5, K4)
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R3721

Sub. Code

641347

**M.B.A. (General) DEGREE EXAMINATION,
NOVEMBER – 2025**

Third Semester

Management

**Elective : TEAM DYNAMICS AND EMPLOYEE
LEADERSHIP**

(CBCS – 2022 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** the following objective type questions by choosing the correct option.

1. The stage of team development characterized by the establishment of order and cohesion is: (CO1, K2)
(a) Forming (b) Storming
(c) Norming (d) Performing
2. According to Belbin's Team Roles, the role of a 'Plant' is best described as: (CO1, K2)
(a) Coordinating team efforts
(b) Ensuring work is completed on time
(c) Generating creative ideas and solving difficult problems
(d) Investigating external opportunities

3. The Johari Window is a model used to: (CO2, K1)
- (a) Plan project timelines
 - (b) Understand interpersonal communication and self-awareness
 - (c) Calculate team profitability
 - (d) Design organizational structure
4. A conflict resolution style that involves a high concern for others and a low concern for self is: (CO2, K1)
- (a) Competing
 - (b) Collaborating
 - (c) Compromising
 - (d) Accommodating
5. A key challenge of managing knowledge workers is: (CO3, K4)
- (a) Their lack of technical skills
 - (b) Retaining them and fostering their creativity
 - (c) Their need for constant supervision
 - (d) Their inability to work in teams
6. The primary difference between leadership and management is that leadership is more focused on: (C03, K4)
- (a) Budgeting and planning
 - (b) Maintaining stability and control
 - (c) Inspiring change and setting direction
 - (d) Implementing rules and procedures
7. According to Tannenbaum and Schmidt's continuum, a leader who presents a problem, gets suggestions and then makes a decision is using a: (CO4, K6)
- (a) Tell style
 - (b) Sell style
 - (c) Consult style
 - (d) Join style

8. Likert's System 4 leadership style is also known as: (CO4, K6)
- (a) Exploitative-authoritative
 - (b) Benevolent-authoritative
 - (c) Consultative
 - (d) Participative-democratic
9. The primary goal of coaching in a leadership context is to: (CO5, K1)
- (a) Evaluate employee performance for promotions
 - (b) Assign blame for project failures
 - (c) Unlock a person's potential to maximize their own performance
 - (d) Reduce the number of employees
10. In a "Learning Organization," the role of a leader is primarily that of a: (CO5, K1)
- (a) Dictator
 - (b) Controller
 - (c) Designer, teacher, and steward
 - (d) Sole decision-maker

Part B

(5 × 5 = 25)

Answer **all** the questions not more than 500 words each.

11. (a) Explain Tuckman's stages of team development. What is the key challenge for a team leader during the 'Storming' stage? (CO1, K2)

Or

- (b) Discuss the impact of team size on team dynamics and performance. What is considered an ideal size for most teams and why? (CO1, K2)

12. (a) Describe the four quadrants of the Johari Window. How can this model be used to build trust within a team? (CO2, K1)

Or

- (b) Differentiate between competitive and collaborative behavior in teams. Which behavior is more conducive to long-term team success and why? (CO2, K1)

13. (a) Analyze the “realities of the e-commerce environment” that pose unique leadership challenges for team managers. (CO4, K6)

Or

- (b) “A manager ensures things are done right; a leader ensures the right things are done.” Critically analyze this statement to differentiate between leadership and management. (CO4, K6)

14. (a) Compare and contrast Likert’s System 1 (Exploitative-authoritative) and System 4 (Participative- democratic) leadership styles. (CO4, K6)

Or

- (b) Describe the leadership behaviors outlined in the Tannenbaum and Schmidt continuum. Which end of the continuum is more applicable for leading a team of experienced professionals? (CO4, K6)

15. (a) List and explain five essential conflict resolution skills a team leader must possess. (CO5, K1)

Or

- (b) What is a “Learning Organization” as defined by Peter Senge? Briefly explain two of the five disciplines he proposed. (CO5, K1)

Part C

(5 × 8 = 40)

Answer **all** the questions not more than 1000 words each.

16. (a) You are assigned to lead a newly formed, cross-functional team with members from marketing, finance, and operations. The team has a tight deadline for a product launch. What potential pitfalls in team decision-making should you anticipate? And propose a detailed strategy to build high team morale and motivate this diverse team towards excellent performance. (CO1, K2)

Or

- (b) Workforce diversity is a double-edged sword for team dynamics.” Discuss this statement by elaborating on the potential advantages and challenges a leader might face in managing a highly diverse team. (CO1, K2)
17. (a) A project team is stuck in a conflict between two strong-willed sub-groups, each advocating for a different technical approach. The conflict is affecting progress. As a leader, which experiential learning methodology would you employ to resolve this? Justify your choice. (CO2, K1)

Or

- (b) Design a half-day workshop agenda for a team using the Johari Window exercise. Explain the objective of each session and how it would help in improving interpersonal trust and reducing hidden areas among team members. (CO2, K1)

18. (a) You are leading a team of software developers working on a new AI product. The project is agile, requirements change frequently, and the team is composed of highly skilled but introverted individuals. Identify the specific challenges of leading these 'knowledge workers' and Which leadership approach would you adopt to foster their performance and encourage 'team learning'? Provide a rationale for your chosen approach. (CO3, K4)

Or

- (b) Critically evaluate the challenges and opportunities of "Managing Diversity" in a modern global team that operates virtually across different continents and cultures. What leadership principles are crucial for success in this context? (CO3, K4)
19. (a) Trace the evolution of leadership theories from Trait theories to Transformational leadership. What is the key attribute of an effective leader that remains constant across these evolving theories? (CO4, K6)

Or

- (b) A manufacturing unit is facing low productivity and high employee turnover. The current manager is highly task-oriented and uses a strict, directive style (Likert's System 1). Analyze the likely impact of this style on team dynamics. (CO4, K6)
20. (a) Two team leaders, Anya and Ben, have different approaches. Anya micromanages her team, fearing mistakes. Ben acts as a coach, guiding his team and encouraging them to find solutions. Contrast the likely outcomes of these two leadership tactics on team performance, innovation, and conflict resolution. (CO5, K1)

Or

- (b) Propose a detailed plan for a leader to transform their traditional department into a “Learning Organization.” Your plan should include specific initiatives related to systems thinking, personal mastery, and team learning, and explain how these initiatives will help achieve broader organizational goals. (CO5, K1)
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