

R4663

Sub. Code

25MBA2C1

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Second Semester

Management

BUSINESS RESEARCH METHODOLOGY

(CBCS – 2025 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 distinguishes applied research from pure research? (CO1, K1)
 - (a) Applied research focuses on theory testing, while pure research emphasizes immediate problem-solving
 - (b) Applied research seeks practical solutions, whereas pure research aims at theoretical advancement
 - (c) Applied research is exploratory, whereas pure research is descriptive
 - (d) Applied research relies on qualitative methods, while pure research relies on quantitative methods

2. Which characteristic best defines a good research problem? (CO1, K1)
 - (a) Feasible, researchable, and clearly defined
 - (b) Broad and ambiguous in nature
 - (c) Based solely on researcher interest
 - (d) Independent of existing literature

3. Census method is preferred over sampling when: (CO2, K2)
- (a) Population size is large and heterogeneous
 - (b) Sampling frame is unavailable
 - (c) Time and cost constraints are severe
 - (d) High precision is required and population size is manageable
4. Non-probability sampling is most appropriate when the research objective is to: (CO2, K2)
- (a) Generalize findings to the population
 - (b) Test statistical hypotheses
 - (c) Explore a problem in early research stages
 - (d) Estimate population parameters
5. An interview that follows a flexible framework with freedom to probe responses is known as: (CO3, K2)
- (a) Structured interview
 - (b) Non-directive interview
 - (c) Focused interview
 - (d) Depth interview
6. Reliability of a research instrument refers to its ability to: (CO3, K2)
- (a) Measure what it is intended to measure
 - (b) Produce consistent results over repeated trials
 - (c) Eliminate systematic error
 - (d) Improve response rate

7. Which measure of central tendency is most affected by extreme values? (CO4, K1)
- (a) Median
 - (b) Mode
 - (c) Arithmetic mean
 - (d) Geometric mean
8. A correlation coefficient of zero indicates: (CO4, K1)
- (a) Absence of linear relationship
 - (b) Perfect positive relationship
 - (c) Perfect negative relationship
 - (d) Independence of variables in all forms
9. A two-sample t-test is appropriate when: (CO5, K2)
- (a) Comparing variances of two populations
 - (b) Comparing means of two independent populations
 - (c) Testing association between attributes
 - (d) Testing goodness of fit
10. Statistical significance indicates that: (CO5, K2)
- (a) The result is practically important
 - (b) The null hypothesis is definitely false
 - (c) The observed effect is unlikely due to chance alone
 - (d) The sample size is large

Part B

(5 × 5 = 25)

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

11. (a) Explain the meaning and significance of business research in managerial decision-making. (CO1, K3)

Or

- (b) Examine the differences between qualitative and quantitative research approaches. (CO1, K3)

12. (a) Compare census method and sampling method with advantages and limitations. (CO2, K2)

Or

- (b) Explain systematic sampling and discuss its merits and demerits. (CO2, K3)

13. (a) Discuss the advantages and limitations of observation as a data collection method. (CO3, K3)

Or

- (b) Discuss the steps involved in scale construction. (CO3, K4)

14. (a) Discuss the importance of editing and coding in data processing. (CO4, K3)

Or

- (b) Explain regression analysis and its managerial applications. (CO4, K3)

15. (a) Discuss Type I and Type II errors with suitable illustrations. (CO5, K2)

Or

- (b) Discuss the meaning and types of research reports. (CO5, K3)

Part C (5 × 8 = 40)

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

16. (a) Elaborate on the role of review of literature in strengthening research design. (CO1, K3)

Or

- (b) Classify different types of hypotheses and explain their relevance in research testing. (CO1, K5)

17. (a) Discuss the major components of a research design with suitable illustrations. (CO2, K4)

Or

- (b) Examine non-probability sampling techniques used in management research. (CO2, K6)

18. (a) Explain the meaning and types of questionnaires used in research. (CO3, K4)

Or

- (b) Examine the role of pilot study in improving research effectiveness. (CO3, K4)

19. (a) Explain the steps involved in processing of research data. (CO4, K4)

Or

- (b) Examine the relationship between theory and research in empirical studies. (CO4, K4)

20. (a) Explain the concept and steps involved in hypothesis testing. (CO5, K4)

Or

- (b) Describe the Mann-Whitney U test and its managerial applications. (CO5, K4)
-

R4664

Sub. Code

25MBA2C2

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Second Semester

Management

MARKETING MANAGEMENT

(CBCS – 2025 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

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

1. A company redesigns its marketing mix after analyzing internal capabilities and macro- environmental forces. This activity best reflects: (CO1, K1)
 - (a) Market segmentation
 - (b) Marketing control
 - (c) Marketing planning process
 - (d) Marketing research

2. Which of the following best represents the benefit of market segmentation to marketers? (CO1, K1)
 - (a) Efficient allocation of marketing resources
 - (b) Uniform marketing strategy
 - (c) Elimination of competition
 - (d) Guaranteed customer loyalty

3. Sociological theories of consumer behaviour primarily emphasize the role of: (CO2, K2)
- (a) Individual personality traits
 - (b) Group dynamics and social influence
 - (c) Emotional decision-making
 - (d) Cognitive learning patterns
4. Positioning is best described as the process of: (CO2, K2)
- (a) Creating physical product differences
 - (b) Setting promotional objectives
 - (c) Selecting profitable market segments
 - (d) Influencing consumer perception relative to competitors
5. New product failures most commonly occur due to: (CO3, K2)
- (a) Excessive promotional spending
 - (b) Inadequate understanding of customer needs
 - (c) Strong brand equity
 - (d) Advanced technology adoption
6. Branding policies primarily aim to: (CO3, K2)
- (a) Increase production efficiency
 - (b) Eliminate substitute products
 - (c) Build brand equity and customer loyalty
 - (d) Control distribution intermediaries

7. Intensive distribution is most suitable when the product:
(CO4, K1)
- (a) Is frequently purchased and low-priced
 - (b) Has a high unit value
 - (c) Requires high technical support
 - (d) Targets niche markets
8. E-marketing enhances marketing effectiveness mainly by:
(CO4, K1)
- (a) Eliminating intermediaries completely
 - (b) Reducing the need for pricing strategies
 - (c) Standardizing consumer behaviour
 - (d) Enabling real-time customer interaction
9. The prospecting stage in the personal selling process involves:
(CO5, K2)
- (a) Identifying and qualifying potential customers
 - (b) Delivering the sales presentation
 - (c) Handling objections
 - (d) Closing the sale
10. Customer Relationship Marketing emphasizes:
(CO5, K2)
- (a) One-time transactions
 - (b) Short-term sales volume
 - (c) Long-term customer value and retention
 - (d) Price competition

Part B

(5 × 5 = 25)

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

11. (a) Explain the modern marketing concept and analyze its relevance in today's competitive business environment. (CO1, K3)

Or

- (b) Explain the unique characteristics of services marketing and their implications for marketing strategy. (CO1, K4)

12. (a) Analyze the role of psychological determinants in shaping consumer buying behaviour. (CO2, K4)

Or

- (b) Discuss the objectives of marketing research and their significance for business planning. (CO2, K3)

13. (a) Discuss the process of product planning and development. (CO3, K3)

Or

- (b) Analyze the concept of product positioning and its strategic importance. (CO3, K4)

14. (a) Explain the concept of pricing and discuss its significance in marketing decision making. (CO4, K4)

Or

- (b) Examine the factors influencing channel choice decisions. (CO4, K4)

15. (a) Discuss the process of marketing communication and its relevance in promotion strategy. (CO5, K3)

Or

- (b) Explain the concept of advertisement copy and its role in effective communication. (CO5, K3)

Part C (5 × 8 = 40)

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

16. (a) Analyze the Four Ps of product marketing mix and their role in achieving marketing objectives. (CO1, K5)

Or

- (b) Analyze the impact of demographic factors on marketing planning and strategy formulation. (CO1, K5)

17. (a) Describe the stages involved in the consumer buying decision process with suitable examples. (CO2, K4)

Or

- (b) Explain the structure and functions of a Marketing Information System (MIS). (CO2, K4)

18. (a) Discuss the marketing strategies adopted at different stages of the Product Life Cycle. (CO3, K4)

Or

- (b) Explain the objectives and techniques of product line management. (CO3, K4)

19. (a) Describe the types and functions of middlemen in distribution. (CO4, K4)

Or

- (b) Discuss the role of online marketing and e-marketing in the digital era. (CO4, K4)

20. (a) Explain the stages involved in the personal selling process. (CO5, K4)

Or

- (b) Examine various sales promotion methods and their practices. (CO5, K5)

R4665

Sub. Code

25MBA2C3

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Second Semester

Management

HUMAN RESOURCE MANAGEMENT

(CBCS – 2025 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 core difference between Personnel Management and HRM lies in: (CO1, K2)
 - (a) Wage fixation methods
 - (b) Short-term vs long-term orientation
 - (c) Trade union involvement
 - (d) Record maintenance

2. Which function ensures alignment between employee goals and organizational objectives? (CO1, K1)
 - (a) Job analysis
 - (b) Payroll administration
 - (c) Recruitment
 - (d) Performance management

3. A job specification emphasizing behavioral competencies is most useful for: (CO2, K1)
- (a) Wage fixation
 - (b) Job evaluation
 - (c) Selection and training
 - (d) Industrial relations
4. Second-line leadership development primarily addresses the risk of: (CO2, K1)
- (a) Labour unrest
 - (b) Managerial vacuum
 - (c) Skill obsolescence
 - (d) Workforce downsizing
5. Induction programmes primarily reduce early employee turnover by addressing: (CO3, K2)
- (a) Role ambiguity and anxiety
 - (b) Compensation expectations
 - (c) Skill deficiencies
 - (d) Performance pressure
6. Employee retention strategies are most effective when aligned with: (CO3, K2)
- (a) Industrial relations climate
 - (b) Labour legislation
 - (c) Organizational size
 - (d) Individual career aspirations

7. Bonus schemes differ from incentives because bonuses are generally: (CO4, K1)
- (a) Performance-linked
 - (b) Short-term
 - (c) Deferred or collective in nature
 - (d) Individually negotiated
8. Which type of ESOP is most suitable for startups? (CO4, K1)
- (a) Stock option plans
 - (b) Restricted stock plans
 - (c) Stock appreciation rights
 - (d) Phantom stock
9. A grievance handling system fails when it: (CO5, K2)
- (a) Is time-bound
 - (b) Is hierarchical
 - (c) Lacks employee trust
 - (d) Involves multiple stages
10. HR analytics adds maximum value when it supports: (CO5, K2)
- (a) Payroll administration
 - (b) Workforce planning decisions
 - (c) Statutory reporting
 - (d) Attendance control

Part B

(5 × 5 = 25)

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

11. (a) Discuss the objectives of HRM and their relevance to organizational effectiveness. (CO1, K3)

Or

- (b) Distinguish between Personnel Management and Human Resource Management. (CO1, K3)

12. (a) Explain the concept and significance of Human Resource Planning. (CO2, K2)

Or

- (b) Define job analysis and explain its importance. (CO2, K4)

13. (a) Explain placement and induction and their role in employee adjustment. (CO3, K3)

Or

- (b) Analyze employee retention strategies. (CO3, K3)

14. (a) Describe the process of wage and salary administration. (CO4, K4)

Or

- (b) Examine the role of fringe benefits in employee motivation. (CO4, K3)

15. (a) Discuss accident prevention techniques in organization. (CO5, K4)

Or

- (b) Describe the grievance redressal machinery in organization. (CO5, K3)

Part C

(5 × 8 = 40)

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

16. (a) Discuss the Present-day challenges faced by HR managers. (CO1, K5)

Or

- (b) Analyze the impact of globalization on HRM practices. (CO1, K4)

17. (a) Describe the process of Human Resource Planning in detail. (CO2, K4)

Or

- (b) Explain the concept of second-line leadership development. (CO2, K5)

18. (a) Analyze promotion Policies and their impact on employee motivation. (CO3, K5)

Or

- (b) Explain different methods of employee separation. (CO3, K4)

19. (a) Discuss various methods of job evaluation. (CO4, K3)

Or

- (b) Discuss reward management as a strategic HR function. (CO4, K4)

20. (a) Discuss the role of HR analytics in managerial decision-making. (CO5, K5)

Or

- (b) Explain employee disciplinary procedures. (CO5, K5)
-

R4666

Sub. Code

25MBA2C4

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Second Semester

Management

PRODUCTION AND OPERATIONS MANAGEMENT

(CBCS – 2025 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. A firm producing customized industrial machines in low volumes with high should adopt: (CO1, K2)
 - (a) Batch production system
 - (b) Continuous production system
 - (c) Job shop production system
 - (d) Assembly line system

2. Reliability engineering mainly focuses on: (CO1, K1)
 - (a) Cost minimization
 - (b) Failure prevention and system performance
 - (c) Workforce motivation
 - (d) Inventory turnover

3. Capacity utilization is best measured as: (CO2, K1)
- (a) Actual output / Design capacity
 - (b) Design capacity / Actual output
 - (c) Effective capacity / Actual output
 - (d) Idle capacity / Effective capacity
4. A chase strategy aims to: (CO2, K1)
- (a) Maintain constant workforce
 - (b) Outsource production
 - (c) Increase inventory
 - (d) Match capacity with demand
5. Process selection decisions that ignore PLC stages often result in: (CO3, K2)
- (a) Excessive automation in growth stage
 - (b) Over-standardization during introduction stage
 - (c) Labour-intensive processes in maturity stage
 - (d) Poor capacity utilization during decline stage
6. A firm adopting automation without revising job design may experience: (CO3, K2)
- (a) Improved labour flexibility
 - (b) Reduced skill requirements
 - (c) Higher labour satisfaction
 - (d) Lower standard time accuracy

7. Aggregate planning decisions are constrained mainly by: (CO4, K2)
- (a) Short-term scheduling
 - (b) Long-term strategic plans
 - (c) Available capacity and demand forecasts
 - (d) Supplier lead times
8. REL charts are particularly useful when: (CO4, K2)
- (a) Quantitative data is unavailable
 - (b) Demand is uncertain
 - (c) Product variety is low
 - (d) Automation is high
9. VED analysis is mainly used in: (CO5, K2)
- (a) Retail stores
 - (b) Hospitals and healthcare
 - (c) Automobile industry
 - (d) FMCG sector
10. Time-cost trade-off analysis is used to : (CO5, K2)
- (a) Reduce project scope
 - (b) Eliminate critical activities
 - (c) Shorten perfect duration at extra cost
 - (d) Increase slack time

Part B

(5 × 5 = 25)

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

11. (a) Explain the scope and importance of Production and Operations Management. (CO1, K3)

Or

- (b) Explain reliability and its relevance in operations management. (CO1, K3)

12. (a) Explain capacity planning in service industries. (CO2, K3)

Or

- (b) Describe the facility design process. (CO2, K3)

13. (a) Describe time study and standard time determination. (CO3, K3)

Or

- (b) Explain performance rating and allowances. (CO3, K3)

14. (a) Describe factors affecting a good plant layout. (CO4, K3)

Or

- (b) Discuss aggregate production planning. (CO4, K3)

15. (a) Critically compare PERT and CPM for project planning. (CO5, K5)

Or

- (b) Explain stores management functions. (CO5, K3)

Part C

(5 × 8 = 40)

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

16. (a) Discuss modularization and its benefits to operations. (CO1, K3)

Or

- (b) Explain project production systems with real-time examples. (CO1, K4)

17. (a) Explain the role of facility planning in competitiveness. (CO2, K4)

Or

- (b) Explain break-even analysis for facility location. (CO2, K4)

18. (a) Discuss why method study is more effective in stable environments than dynamic environments. (CO3, K4)

Or

- (b) Explain process selection with reference to product life cycle stages. (CO3, K4)

19. (a) Compare product, process, and cellular layouts from a productivity perspective. (CO4, K5)

Or

- (b) Discuss GRAFT and ALDEP techniques. (CO4, K4)

20. (a) Critically evaluate the effectiveness of MRP in modern manufacturing. (CO5, K5)

Or

- (b) Explain EOQ and its limitations. (CO5, K4)
-

R4667

Sub. Code

25MBA2C5

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Second Semester

Management

FINANCIAL MANAGEMENT

(CBCS – 2025 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

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

1. The primary objective of financial management is
(CO1, K1)
 - (a) Maximize sales
 - (b) Minimize cost
 - (c) Maximize shareholders' wealth
 - (d) Increase market share

2. Wealth maximization is superior to profit maximization because it considers
(CO1, K2)
 - (a) Accounting profit
 - (b) Sales growth
 - (c) Risk and time value of money
 - (d) Market share

3. Shares represent (CO2, K1)
- (a) Short-term loan capital
 - (b) Ownership capital
 - (c) Borrowed funds
 - (d) Trade credit
4. Debenture holders are (CO2, K1)
- (a) Owners of the company
 - (b) Creditors of the company
 - (c) Employees of the company
 - (d) Government authorities
5. Cost of capital refers to (CO3, K1)
- (a) Cost of issuing shares
 - (b) Minimum required rate of return
 - (c) Accounting profit
 - (d) Dividend payout ratio
6. The cost which is generally the highest is (CO3, K2)
- (a) Cost of debt
 - (b) Cost of preference shares
 - (c) Cost of equity
 - (d) Cost of retained earnings
7. Payback period method mainly emphasizes (CO4, K2)
- (a) Profitability
 - (b) Liquidity
 - (c) Time value of money
 - (d) Risk-adjusted returns

8. Which of the following capital budgeting techniques considers time value of money? (CO4, K1)
- (a) Payback Period
 - (b) Accounting Rate of Return
 - (c) Net Present Value
 - (d) Average Profit
9. Dividend policy refers to decisions regarding (CO5, K1)
- (a) Retained earnings only
 - (b) Distribution of profits
 - (c) Issue of bonus shares
 - (d) Capital structure
10. Which of the following does not affect dividend decision? (CO5, K2)
- (a) Liquidity
 - (b) Legal constraints
 - (c) Growth opportunities
 - (d) Employee turnover

Part B

(5 × 5 = 25)

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

11. (a) Define Financial Management and explain its nature, scope, and objectives in detail. (CO1, K2)

Or

- (b) Explain the concept of wealth maximization. Discuss the limitations of profit maximization as an objective of financial management. (CO1, K3)

12. (a) Explain the financing function of a firm. Discuss the factors influencing financing decisions. (CO2, K2)

Or

- (b) Describe the concept of working capital. Explain the different approaches to working capital financing. (CO2, K3)

13. (a) Explain the concept of capital structure. Discuss the factors determining an optimum capital structure. (CO3, K2)

Or

- (b) Describe the various components of cost of capital and explain their significance in financial decision making. (CO3, K3)

14. (a) Define capital budgeting. Explain the steps involved in the capital budgeting process. (CO4, K2)

Or

- (b) Discuss the advantages and limitations of capital budgeting techniques used for investment decisions. (CO4, K3)

15. (a) Explain the concept of dividend policy. Discuss the factors affecting dividend decisions of a firm. (CO5, K2)

Or

- (b) Explain the Modigliani-Miller theory of dividend. State its assumptions and implications. (CO5, K3)

Part C

(5 × 8 = 40)

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

16. (a) Explain the functions of financial management. How do these functions contribute to achieving both short-term and long-term organizational goals?
(CO1, K3)

Or

- (b) Discuss the role of financial management in the Indian financial system. Illustrate with examples how financial decisions affect firm performance.
(CO1, K4)

17. (a) Explain the factors affecting working capital requirements of a firm. How do seasonal and cyclical fluctuations influence these requirements?
(CO2, K3)

Or

- (b) Analyze the advantages and disadvantages of trade credit, commercial paper, and bank overdraft as sources of short-term finance for Indian companies.
(CO2, K4)

18. (a) A firm has the following data: (CO3, K3)
- Equity: Rs. 10,00,000 at 12% cost of equity
 - Debt: Rs. 5,00,000 at 10% cost of debt, tax rate 30%

Calculate the Weighted Average Cost of Capital (WACC). Also, comment on the effect of increasing debt to Rs. 8,00,000 on WACC.

Or

- (b) A company is considering two capital structures:
(CO3, K4)

Option	Debt (Rs.)	Equity (Rs.)	Cost of equity (%)	Cost of debt (%)
A	0	20,00,000	14	–
B	8,00,000	12,00,000	16	10

Corporate tax = 30%. determine which capital structure is preferable using NI and NOI approaches.

19. (a) A project requires an initial investment of Rs. 10,00,000 and is expected to generate cash inflows of Rs. 2,50,000 per year for 5 years. Calculate: (CO4, K3)

- (i) Payback period
(ii) Accounting Rate of Return (ARR) if average accounting profit is Rs. 2,00,000 per year.

Or

- (b) A company is evaluating a project with the following cash flows: (CO4, K4)

Year	Cash Flow (Rs.)
1	3,00,000
2	3,50,000
3	4,00,000
4	4,50,000

Cost of capital = 10%. Calculate Net Present Value (NPV) and advise whether the project should be accepted.

20. (a) A company has earnings of Rs. 20,00,000. The firm follows Walter's model: (CO5, K3)

- Cost of equity = 14%
- Cost of capital = 10%
- Retention ratio = 50%

Calculate the value of the firm per share if there are 2,00,000 shares.

Or

(b) A company declares a dividend of Rs. 5 per share on 1,00,000 shares. The market price per share is Rs. 100. Compute the dividend payout ratio and retention ratio. Comment on how changing the dividend payout may affect firm value according to Gordon's model. (CO5, K4)

R5019

Sub. Code

641401

**M.B.A. (General) DEGREE EXAMINATION,
APRIL – 2026**

Fourth Semester

Management

BUSINESS ETHICS AND CORPORATE GOVERNANCE

(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. Which of the following best defines ethics? (CO1, K2)
 - (a) A framework of legal rules and regulations
 - (b) A commonly accepted religious belief system
 - (c) A set of moral principles and values
 - (d) Industry-specific operational policies

2. Deontology focuses on: (CO1, K2)
 - (a) The consequences of actions
 - (b) Duties and rules
 - (c) Emotions
 - (d) Organizational goals

3. Environmental ethics deals with: (CO2, K2)
- (a) Corporate financial transparency
 - (b) Consumer protection laws
 - (c) Workplace behaviour
 - (d) Ecological sustainability and responsibility
4. Globalization has made business ethics more: (CO2, K2)
- (a) Complicated due to cultural diversity
 - (b) Uniform across regulatory environments
 - (c) Standardized in all nations
 - (d) Irrelevant to business operations
5. The core principle of corporate governance is: (CO3, K2)
- (a) Maximizing production
 - (b) Ensuring transparency and accountability
 - (c) Minimizing taxation
 - (d) Promoting exports
6. Stewardship theory assumes that: (CO3, K2)
- (a) Managers act in their self-interest
 - (b) Employees avoid responsibility
 - (c) Managers are responsible stewards
 - (d) Shareholders must monitor every decision

7. The board of directors is responsible for: (CO4, K6)
- (a) Approving and monitoring corporate strategy
 - (b) Managing employee payroll
 - (c) Filing annual tax returns
 - (d) Overseeing day-to-day administrative tasks
8. The primary function of the audit committee is to: (CO4, K6)
- (a) Supervise training schedules
 - (b) Determine employee leave policies
 - (c) Manage product branding strategies
 - (d) Oversee internal financial controls
9. The Companies Act 2013 mandates CSR spending for companies that: (CO5, K2)
- (a) Have more than 100 employees
 - (b) Exceed specified net worth or profits
 - (c) Are listed only
 - (d) Deal in FMCG
10. One objective of governance reform is to: (CO5, K2)
- (a) Reduce workforce
 - (b) Cut operational cost
 - (c) Improve transparency and accountability
 - (d) Boost product sales

Part B

(5 × 5 = 25)

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

11. (a) Define ethics and explain its objectives. (CO1, K2)

Or

- (b) Compare and contrast Deontology and Utilitarianism. (CO1, K2)

12. (a) Define environmental ethics. Why is it important for organizations to integrate environmental responsibility into their operations? (CO2, K2)

Or

- (b) Discuss investor rights and the importance of investor protection. (CO2, K2)

13. (a) Define corporate governance and explain its importance in today's business environment.

(CO3, K2)

Or

- (b) Explain the roles and responsibilities the board of directors in corporate governance. (CO3, K2)

14. (a) What are the key differences in governance between MNC's and domestic companies? (CO4, K6)

Or

- (b) What is a code of ethics? How does it differ from code of conduct? (CO4, K6)

15. (a) What is Corporate Social Responsibility? Define its core principles. (CO5, K2)

Or

- (b) Discuss the government's role in mandating and regulating CSR activities. (CO5, K2)

Part C

(5 × 8 = 40)

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

16. (a) Explain Kohlberg's six-stage moral development process. (CO1, K2)

Or

- (b) Explain the need for ethical values in modern business. (CO1, K2)

17. (a) What are the ethical concerns related to human resource management? Explain. (CO2, K2)

Or

- (b) What role does legislation play in promoting ethical business practices? (CO2, K2)

18. (a) Explain the principles of Stewardship Theory and Agency Theory. (CO3, K2)

Or

- (b) Compare the governance roles of boards in public sector vs private sector companies. (CO3, K2)

19. (a) Compare the corporate governance models across countries with examples. (CO4, K6)

Or

- (b) What are the major laws and enactments that govern corporate governance practices in India? (CO4, K6)

20. (a) Explain the history and growth of CSR in India. (CO5, K2)

Or

- (b) Critically examine the debates surrounding the methodology of evaluating CSR initiatives. (CO5, K2)

R5020

Sub. Code

641402

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

PROJECT PLANNING AND 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. Project Management is considered a profession because it (CO1, K2)
 - (a) Requires advanced project software usage
 - (b) Involves leadership, planning, and decision making skills
 - (c) Relies mainly on memorized procedures
 - (d) Is limited to administrative work

2. A project development cycle begins with (CO1, K2)
 - (a) Identifying project objectives
 - (b) Planning team communication
 - (c) Project initiation
 - (d) Developing resource schedules

3. Market feasibility focuses on (CO2, K2)
- (a) Demand analysis and market conditions
 - (b) Investment returns
 - (c) Internal HR planning
 - (d) Project location
4. A project appraisal technique primarily used for investment decisions is (CO2, K2)
- (a) SWOT
 - (b) Pareto Analysis
 - (c) PESTLE
 - (d) Net Present Value
5. What does sensitivity analysis in project evaluation focus on? (CO3, K4)
- (a) Measuring changes in outcomes with variable inputs
 - (b) Eliminating risks
 - (c) Analyzing stakeholder impact
 - (d) Comparing project teams
6. Benefit cost Ratio is defined as (CO3, K4)
- (a) Cost divided by duration
 - (b) Net income divided by tax
 - (c) Present value of benefits divided by costs
 - (d) Revenue minus expenses
7. What is the purpose of project network techniques like PERT and CPM?
- (a) Estimating costs of deliverables
 - (b) Visualizing and analyzing project task sequences
 - (c) Tracking employee efficiency
 - (d) Conducting customer feedback analysis

8. A project audit is conducted to
- (a) Review resource allocation processes
 - (b) Finalize vendor contracts
 - (c) Promote team-building workshops
 - (d) Evaluate project performance against goals
9. A feasibility report is primarily prepared to
- (a) Assess manpower scheduling
 - (b) Evaluate project viability
 - (c) Fulfill tax requirements
 - (d) Develop internal HR guidelines
10. Assignments and case studies in project management help
- (a) Enhance practical application and critical thinking
 - (b) Improve fictional writing skills
 - (c) Conduct statutory financial audits
 - (d) Monitor procurement negotiations

Part B

(5 × 5 = 25)

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

11. (a) Explain the scope and importance of project management. (CO1, K2)
- Or
- (b) Discuss the evolution of project management as a professional discipline. (CO1, K2)

12. (a) What is project formulation? List its key components. (CO2, K2)

Or

- (b) Outline the major steps involved in identifying and screening investment opportunities. (CO2, K2)

13. (a) Define sensitivity analysis and its role in project evaluation. (CO3, K4)

Or

- (b) What is benefit-cost ratio and how is it calculated? (CO3, K4)

14. (a) Explain the importance of resource scheduling. (CO4, K5)

Or

- (b) What is a project audit and why is it conducted? (CO4, K5)

15. (a) Briefly explain the types of project reports. (CO5, K6)

Or

- (b) List common sources of project financing and explain any one. (CO5, K6)

Part C

(5 × 8 = 40)

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

16. (a) Describe the nature, types, and characteristics of projects. (CO1, K2)

Or

- (b) Explain the full project development life cycle. (CO1, K2)

17. (a) What are the stages involved in project formulation? Explain. (CO2, K2)

Or

- (b) Explain how financial, technical and socio-economic appraisals contribute to effective project formulation. (CO2, K2)

18. (a) Explain the concept of Time Value of Money and its application in project investment decisions. (CO3, K4)

Or

- (b) Explain the assessment of various investment appraisal methods with suitable examples. (CO3, K4)

19. (a) Discuss the application of PERT/CPM in managing project timelines. (CO4, K5)

Or

- (b) Explain the concept of project cost overrun and cost control. (CO4, K5)

20. (a) Discuss the format and key components of a comprehensive feasibility report. (CO5, K6)

Or

- (b) Explain the procedure for applying and presenting a project proposal to financial institutions. (CO5, K6)
-

R5021

Sub. Code

641411

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

ADVANCED COST ACCOUNTING

(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 primary objective of “Cost Accounting’ is: (CO1, K1)
 - (a) Financial reporting
 - (b) Cost ascertainment and control
 - (c) Tax filing
 - (d) Marketing.

2. In a Cost Sheet, “Prime Cost” consists of: (CO1, K2)
 - (a) Direct Material + Direct Labor + Direct Expenses
 - (b) Works Cost + Admin OH
 - (c) Selling Price – Profit
 - (d) Fixed Cost only

3. “EOQ” stands for: (CO2, K1)
- (a) Equal Order Quantity
 - (b) Economic Order Quantity
 - (c) Estimated Output Quality
 - (d) Every Order Quota.
4. Which inventory method is best during periods of rising prices to show lower profits? (CO2, K1)
- (a) FIFO
 - (b) LIFO
 - (c) Simple Average
 - (d) Weighted Average.
5. “Activity-Based Costing” (ABC) assigns costs based on: (CO3, K2)
- (a) Units produced
 - (b) Activities that drive costs
 - (c) Floor space
 - (d) Only direct labor hours
6. “Target Cost” is calculated as: (CO3, K2)
- (a) Actual Cost + Profit
 - (b) Selling Price – Desired Profit
 - (c) Fixed Cost + Variable Cost
 - (d) Budgeted Cost + 10%.

7. "Process Costing is most suitable for: (CO4, K2)
- (a) Construction (b) Oil Refineries
(c) Printing Press (d) Auditor firms
8. In "Contract Costing," the cost of work not yet certified is called: (CO4, K1)
- (a) Work Certified
(b) Work Uncertified
(c) Notional Profit
(d) Retention Money
9. "Margin of Safety" is: (CO5, K2)
- (a) Actual Sales – Break-even Sales
(b) Fixed Cost / PV Ratio
(c) Total Cost – Variable Cost
(d) Profit / Sales
10. "Material Usage Variance" is: (CO5, K3)
- (a) $(SP - AP) \times AQ$
(b) $(SQ - AQ) \times SP$
(c) $(SQ - AQ) \times AP$
(d) None

Part B

(5 × 5 = 25)

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

11. (a) Discuss the significance of Cost Units and Cost Centers. (CO1, K3)

Or

- (b) Explain the elements of cost with a simple diagram. (CO1, K3)

12. (a) Analyze the “ABC Analysis” (Always Better Control) technique of inventory management. (CO2, K3)

Or

- (b) Calculate the Economic Order Quantity (EOQ) and the number of orders to be placed per year from the following information : (CO2, K4)

Annual consumption: 12,000 units

Cost of placing an order: Rs.60

Cost per unit: Rs.32

Inventory carrying cost: 15% per annum

13. (a) Analyze the steps involved in the implementation of “Activity-Based Costing” (ABC). (CO3, K4)

Or

- (b) A company has a total overhead of Rs. 2,00,000.

Setup costs: Rs. 1,20,000 (Cost Driver: Number of setups - Total 40)

Inspection costs: Rs. 80,000 (Cost Driver: Number of inspections - Total 100)

Calculate the overhead cost to be assigned to Product A if it requires 5 setups and 15 inspections.

(CO3, K4)

14. (a) Analyze the features of “Process Costing” and how “Normal Loss” is treated. (CO4, K4)

Or

- (b) A product passes through Process A. 1,000 units were introduced at a cost of Rs. 20,000. Other costs incurred : (CO4, K4)

Direct Materials: Rs. 10,000\$

Direct Wages: Rs. 8.000

Normal Loss: 10% of input

Scrap value of normal loss: Rs. 2 per unit

Actual Output: 900 units Prepare the Process A Account

15. (a) Analyze the advantages and limitations of “Marginal Costing.” (CO5, K4)

Or

- (b) From the following data, calculate the P/V Ratio and the Break-Even Point (BEP) in units:

Selling price per unit: Rs. 20

Variable cost per unit: Rs. 12

Fixed Costs; Rs. 40,000 (CO5, K4)

Part C

(5 × 8 = 40)

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

16. (a) From the following data, prepare a Cost Sheet for the period ending Dec 2024: (CO1, K6)

Opening Stock: Raw Materials (Rs.40,000), Finished Goods (Rs. 30,000)

Purchases of Materials: Rs. 2,50,000

Direct Wages: Rs. 1,80,000

Factory Overheads: Rs. 60,000

Administrative Overheads: Rs. 45,000

Selling Overheads: Rs. 20,000

Closing Stock: Raw Materials (Rs. 35,000), Finished Goods (Rs. 25,000)

Profit: 20% on Sales price. Calculate: Prime Cost, Works Cost, Cost of Production, Total Cost, and Sales.

Or

(b) Formulate a plan for using “Cost Accounting Software” to improve cost transparency in a multi-product manufacturing unit. (CO1, K6)

17. (a) Analyze the following inventory data: Receipts (Jan 1: 500 @ Rs. 10; Jan 15: 400 @ Rs. 12) Issues (Jan 20: 600 units). Calculate the value of closing stock using FIFO and LIFO methods and evaluate the impact on profit. (CO2, K5)

Or

(b) Evaluate the “Halsey” and “Rowan” incentive plans and determine which is better for a high-efficiency worker. (CO2, K5)

18. (a) A firm using traditional costing is underpricing its complex products. Evaluate how ABC could lead to better “Pricing Decisions.” (CO3, K5)

Or

- (b) Formulate a “Target Costing” strategy for a firm entering a highly competitive smartphone market. (CO3, K6)

19. (a) Contract Costing (Unit IV) The following expenditure was incurred on a contract of Rs. 12,00,000 : (CO2, K6)

Materials sent to site: Rs. 3,00,000

Wages paid: Rs. 3,30,000

Plant issued to site: Rs. 80,000

Direct expenses: Rs. 20,000

Cash received: Rs. 5,40,000 (being 90% of work certified.)

Work uncertified: Rs. 15,000

Materials on hand at end: Rs. 10,000

Depreciate Plant by 10% Prepare the Contract Account and show how much profit should be transferred to the Profit & Loss Account.

Or

- (b) Discuss Service Costing. How is the cost per unit determined in the transport industry? (CO4, K5)

20. (a) Calculate (i) Material Cost Variance, (ii) Material Price Variance, (iii) Material Usage Variance, (iv) Labour Rate Variance, and (v) Labour Efficiency Variance from the following: (CO5, K4)

Standard:

Material: 400 kg @ Rs. 10 per kg

Labour: 200 hours @ Rs. 12 per hour

Actual:

Material: 420 kg @ Rs. 12 per kg

Labour: 180 hours @ Rs. 13 per hour

Or

- (b) Formulate a “Budgetary Control” framework for a firm facing “Fluctuating Sales” and “Uncertain Material Prices”. (CO5, K6)

R5022

Sub. Code

641413

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

FINANCIAL DERIVATIVES

(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 a financial derivative? (CO1, K2)
 - (a) A security that derives its value from an underlying asset
 - (b) A type of bond issued by a financial institution
 - (c) A stock option with a fixed expiration date
 - (d) A loan provided by a bank to a financial institution

2. Which of the following is not a financial derivative? (CO1, K2)
 - (a) Stock
 - (b) Futures
 - (c) Options
 - (d) Forward contracts

3. In India, derivatives in interest rates are regulated by (CO2, K2)
 - (a) SEBI
 - (b) Forward Market Commission
 - (c) RBI
 - (d) Ministry of Finance

4. An equity index comprises of _____ (CO2, K2)
- (a) basket of stocks
 - (b) basket of tradable debentures
 - (c) basket of stocks and bonds
 - (d) basket of currencies
5. A person who agrees to buy an asset at a future date has gone _____ (CO3, K4)
- (a) long
 - (b) short
 - (c) back
 - (d) ahead
6. A short contract requires that the investor _____ (CO3, K4)
- (a) sell securities in the future
 - (b) buy securities in the future
 - (c) hedge in the future
 - (d) close out his position in the future
7. A put option should always be exercised _____ if it is deep in the money. (CO4, K2)
- (a) Early
 - (b) Never
 - (c) At the beginning of the trading period
 - (d) At the end of the trading period
8. According to the Black-Scholes option pricing model _____ (CO4, K2)
- (a) the option price does not depend on the risk-free interest rate
 - (b) the most difficult parameter to estimate is the risk-free interest rate
 - (c) the option price does not depend on the expected return of the underlying stock
 - (d) an at-the-money call is worth the same as an at-the-money put

9. Mr. A. owns 200 shares of Company X. However, he is uncomfortable with the current price movements and he can hedge his position by (CO5, K2)
- (a) Buying one futures contract of Company X
 - (b) Buying two futures contract of Company X
 - (c) Selling one futures contract of Company X
 - (d) Selling two futures contract of Company X
10. By hedging a portfolio, a bank manager (CO5, K2)
- (a) Reduces interest rate risk
 - (b) Increases reinvestment risk
 - (c) Increases exchange rate risk
 - (d) Increases the probability of gains

Part B

(5 × 5 = 25)

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

11. (a) Explain the economic benefits of derivatives. (CO1, K2)
- Or
- (b) Summarize the features of derivative market. (CO1, K2)
12. (a) Outline the benefits of derivatives in India. (CO2, K2)
- Or
- (b) Explain the terms 'Leverage' and 'Margin' in derivative market. (CO2, K2)
13. (a) Describe the evolution of futures market in India. (CO3, K4)
- Or
- (b) Classify the participants of futures market. (CO3, K2)
14. (a) Explain the determinants of option prices. (CO4, K2)
- Or
- (b) Describe the types of options. (CO4, K2)

15. (a) Illustrate the concept of stock index futures. (CO5, K2)

Or

- (b) Outline the relationship between basis risk and hedging. (CO5, K2)

Part C

(5 × 8 = 40)

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

16. (a) Classify the traders involved in derivative market. (CO1, K2)

Or

- (b) Compare the OTC derivatives with Exchange traded derivatives. (CO1, K2)

17. (a) Illustrate the structure of financial derivative market in India. (CO2, K2)

Or

- (b) Explain the trading system of financial derivative market. (CO2, K2)

18. (a) Recall the functions of futures market. (CO3, K4)

Or

- (b) Describe the role and operation of clearing houses. (CO3, K4)

19. (a) State the factors affecting option pricing. (CO4, K2)

Or

- (b) Describe in detail about the bond swaps and substitution swaps. (CO4, K2)

20. (a) Illustrate long hedge, short hedge and cross hedging with suitable example. (CO5, K2)

Or

- (b) Explain the scope for Stock Index futures in Indian capital market. (CO5, K2)

R5023

Sub. Code

641414

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

MERCHANT BANKING & FINANCIAL SERVICES

(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 the 2025 SEBI amendments, merchant bankers are now classified into how many categories? (CO2, K2)
 - (a) One
 - (b) Four
 - (c) Three
 - (d) Two (Category I and Category II)

2. The recent SEBI amendments (2025) introduced a requirement for merchant bankers to maintain: (CO1, K2)
 - (a) Only net worth
 - (b) Only fixed assets
 - (c) Net worth and liquid net worth
 - (d) No capital requirements

3. The process where the price of an IPO is determined based on investor bids is called: (CO2, K2)
- (a) Fixed pricing
 - (b) Book building
 - (c) Direct listing
 - (d) Offer for sale
4. The “Green Shoe Option” allows the issuer to (CO2, K1)
- (a) Withdraw the issue
 - (b) Reduce the issue size
 - (c) Sell additional shares if oversubscribed
 - (d) Cancel underwriting
5. Technical appraisal by merchant bankers evaluates (CO3, K2)
- (a) Profitability and cash flows
 - (b) Market demand only
 - (c) Government subsidies
 - (d) Suitability of machinery, technology, and location
6. Financial appraisal primarily assesses: (CO3, K2)
- (a) Technical viability
 - (b) Environmental clearance
 - (c) Marketing channels
 - (d) Project’s profitability, NPV, IRR, and payback period
7. Merchant bankers provide advisory services in: (CO4, K5)
- (a) Mergers and Acquisitions (M&A)
 - (b) Only deposit collection
 - (c) Currency trading only
 - (d) Agricultural loans

8. Venture capital financing is typically provided to: (CO4, K1)
- (a) Established large companies
 - (b) Government projects
 - (c) Retail consumers
 - (d) Startups and high-growth early-stage companies
9. Post-issue activities of merchant bankers include: (CO5, K1)
- (a) Loan recovery
 - (b) Pre-issue marketing only
 - (c) Monitoring listing, refunds and compliance
 - (d) Project identification only
10. Forfaiting is a service related to: (CO5, K1)
- (a) Medium to long-term export financing without recourse
 - (b) Short-term domestic loans
 - (c) Equity underwriting only
 - (d) Mutual fund distribution

Part B

(5 × 5 = 25)

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

11. (a) Define merchant banking and list any four major functions of merchant bankers in the Indian financial system. (CO1, K2)

Or

- (b) Explain the recent developments in merchant banking regulations in India, highlighting one major challenge arising from the SEBI Regulations, 2025. (CO1, K4)

12. (a) Apply the concept of book building to describe how a merchant banker determines issue pricing in a modern IPO scenario. (CO2, K3)

Or

- (b) Analyze the advantages and limitations of green shoe option and e-IPO in issue management. (CO2, K4)

13. (a) As a consultant for a solar panel startup, explain how you would use project selection stages to identify and shortlist silicon wafer suppliers based on feasibility criteria. (CO3, K2)

Or

- (b) Compare financial appraisal methods for a real estate project and a tech software project, explaining why NPV may be more suitable for one. (CO3, K4)

14. (a) Critically evaluate whether leasing offers more value than hire purchase for small businesses during inflation, considering tax and cash flow factors. (CO4, K5)

Or

- (b) Analyze how hire purchase and leasing differ in financial evaluation, especially during economic slowdowns when cash flow is strained. (CO4, K4)

15. (a) Analyze how forfeiting differs from factoring in terms of cash flow and risk management for export receivables. (CO5, K4)

Or

- (b) Evaluate private placement versus factoring for raising funds during a recession, considering cost and financial support. (CO5, K5)

Part C

(5 × 8 = 40)

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

16. (a) Explain the functions performed by merchant bankers in primary market operations. (CO1, K4)

Or

- (b) Discuss the legal and regulatory framework governing merchant bankers in India. (CO1, K2)

17. (a) Analyse the roles of registrars, underwriters and brokers in issue management. (CO2, K4)

Or

- (b) Design a complete issue management plan for launching an IPO. (CO2, K6)

18. (a) Evaluate the effectiveness of financial appraisal techniques such as NPV and IRR in project decision-making. (CO3, K5)

Or

- (b) Design a comprehensive project appraisal model integrating technical, financial and economic appraisal. (CO3, K5)

19. (a) Explain how did technology obsolescence affect project success, and what appraisal oversight contributed to it? (CO4, K4)

Or

- (b) Create a decision-support model for project funding approval. (CO4, K6)

20. (a) A fintech-enabled E-IPO platform reduced subscription time from 5 days to 24 hours, attracting global retail investors.

Question: Analyse how digital platforms transform the traditional role of merchant bankers in IPO execution.
(CO5, K4)

Or

(b) Case: A recently listed company experienced a 30% price drop within two weeks due to aggressive pricing strategy.

Question: Evaluate the merchant banker's responsibility in pricing and post-issue stabilization.
(CO5, K5)

R5024

Sub. Code

641423

M.B.A. (General) DEGREE EXAMINATION, APRIL 2026

Fourth Semester

Management

MARKETING ANALYTICS

(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. In marketing analytics, an analytical framework primarily helps managers to (CO1, K1)
 - (a) replace managerial judgment with algorithms
 - (b) structure marketing problems into measurable components
 - (c) standardize marketing strategies across industries
 - (d) eliminate uncertainty in marketing decisions

2. Price recommendation models in marketing analytics are primarily designed to (CO1, K1)
 - (a) maximize short-term sales volume
 - (b) stabilize prices across all market segments
 - (c) optimize prices under demand, cost, and competitive constraints
 - (d) eliminate the need for managerial pricing decisions

3. Unlike traditional financial ROI, Marketing ROI (MROI) explicitly incorporates (CO2, K2)
- (a) marketing-specific revenue impact
 - (b) contribution margins only
 - (c) opportunity cost of capital
 - (d) accounting depreciation rules
4. A major managerial challenge in interpreting marketing-mix results is (CO2, K2)
- (a) lack of customer-level data
 - (b) inability to measure sales accurately
 - (c) excessive data availability
 - (d) translating statistical outputs into actionable budget decisions
5. The primary objective of Customer Analytics is to (CO3, K2)
- (a) maximize short-term sales revenue
 - (b) understand and predict customer behavior using data-driven models
 - (c) reduce marketing communication costs
 - (d) standardize customer relationship practices
6. When predicting customer retention, a higher predicted retention probability generally implies (CO3, K2)
- (a) lower acquisition costs
 - (b) higher promotional sensitivity
 - (c) lower churn hazard rate
 - (d) higher price elasticity

7. Digital Analytics primarily differs from traditional marketing analytics because it (CO4, K2)
- (a) focuses on real-time, behavior-based digital interactions
 - (b) relies exclusively on secondary data
 - (c) eliminates the need for strategic planning
 - (d) ignores offline customer touchpoints
8. Search engine marketing effectiveness is best evaluated using (CO4, K2)
- (a) impressions and reach only
 - (b) bounce rate and time spent on site
 - (c) cost per acquisition and conversion metrics
 - (d) social media engagement indicators
9. In marketing resource allocation, constraints generally represent (CO5, K2)
- (a) marketing objectives
 - (b) uncontrollable external factors
 - (c) performance evaluation metrics
 - (d) limits on budgets, capacity, or resources
10. Scenario analysis in resource allocation helps managers to (CO5, K2)
- (a) predict exact future outcomes
 - (b) test resource plans under different assumptions
 - (c) replace optimization models
 - (d) reduce data requirements

Part B

(5 × 5 = 25)

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

11. (a) Explain the role of marketing analytics in structuring complex marketing decision problems using analytical frameworks. (CO1, K3)

Or

- (b) Examine the importance of basic marketing models in transforming raw data into managerial insights. (CO1, K3)

12. (a) Analyze the role of Marketing-Mix Analytics in optimizing resource allocation across marketing activities. (CO2, K4)

Or

- (b) Analyze how short-term sales effects differ from long-term marketing effects in marketing-mix models. (CO2, K4)

13. (a) Explain the concept of Customer Analytics and its role in data-driven marketing strategies. (CO3, K3)

Or

- (b) Analyze how discrete choice models help in understanding customer preferences. (CO3, K4)

14. (a) Discuss the role of digital analytics planning in achieving marketing objectives. (CO4, K3)

Or

- (b) Discuss how keyword analysis supports effective search engine marketing strategies. (CO4, K3)

15. (a) Discuss optimization techniques used in marketing resource planning. (CO5, K3)

Or

- (b) Discuss ethical and practical considerations in marketing resource allocation. (CO5, K3)

Part C (5 × 8 = 40)

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

16. (a) Describe the process and managerial significance of price recommendation models in marketing analytics. (CO1, K3)

Or

- (b) Explain the concept of Market Basket Analysis and its role in understanding customer purchase behavior. (CO1, K4)

17. (a) Discuss the concept of advertisement elasticity and its managerial implications. (CO2, K4)

Or

- (b) Examine the role of marketing-mix analytics in long-term brand building decisions. (CO2, K5)

18. (a) Explain the concept of Customer Lifetime Value (CLV) and its components. (CO3, K4)

Or

- (b) Explain the role of predictive models in customer retention analysis. (CO3, K4)

19. (a) Discuss the importance of cost-per-click and cost-per-acquisition in digital analytics. (CO4, K3)

Or

- (b) Analyze the role of digital analytics in optimizing ongoing marketing campaigns. (CO4, K4)

20. (a) Explain the concept of resource planning in the context of marketing analytics. (CO5, K4)

Or

- (b) Analyze how uncertainty affects resource planning and modeling decisions. (CO5, K4)

R5025

Sub. Code

641425

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

CUSTOMER RELATIONSHIP 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. Customer Relationship Management evolved mainly as an extension of (CO1, K2)
 - (a) Relationship marketing
 - (b) Product-oriented marketing
 - (c) Mass marketing
 - (d) Transaction-based selling

2. Relationship-oriented organizations primarily emphasize (CO1, K2)
 - (a) Transaction efficiency
 - (b) Product standardization
 - (c) Long-term customer relationships
 - (d) Short-term sales volume

3. Analytical CRM mainly focuses on (CO2, K2)
- (a) Managing customer interactions
 - (b) Delivering customer service
 - (c) Promoting products and services
 - (d) Analyzing customer data for decision-making
4. In CRM, data mining is primarily used to (CO2, K2)
- (a) Discovering patterns and trends in customer behaviour
 - (b) Archiving historical transaction data
 - (c) Storing customer information
 - (d) Generating routine reports
5. Customer retention refers to the firm's effort to (CO3, K2)
- (a) Increase product variety
 - (b) Prevent existing customers from switching to competitors
 - (c) Expand into new markets
 - (d) Improve production efficiency
6. Survival rate in CRM measures (CO3, K2)
- (a) Profit earned per customer
 - (b) Growth in market share
 - (c) Continuity of customers over a specific period
 - (d) Frequency of promotional campaigns

7. Creating superior customer value generally leads to (CO4, K2)
- (a) Market saturation
 - (b) Cost escalation
 - (c) Operational rigidity
 - (d) Competitive advantage
8. Customer life cycle management in CRM includes (CO4, K2)
- (a) Product design and testing
 - (b) Customer acquisition, retention and development
 - (c) Accounting and auditing
 - (d) Production planning and control
9. Service automation in CRM mainly aims at improving (CO5, K2)
- (a) Service quality and responsiveness
 - (b) Financial auditing
 - (c) Human resource recruitment
 - (d) Inventory turnover
10. Integration of CRM across multiple channels primarily enhances (CO5, K2)
- (a) Product complexity
 - (b) Operational risk
 - (c) Customer experience consistency
 - (d) Cost inefficiency

Part B

(5 × 5 = 25)

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

11. (a) Explain the nature and context of CRM strategy.
(CO1, K2)

Or

- (b) Discuss the role of organizational structure in CRM implementation.
(CO1, K4)

12. (a) Explain relationship data management in Analytical CRM.
(CO2, K3)

Or

- (b) Discuss the role of data mining in CRM decision-making.
(CO2, K4)

13. (a) Explain retention and defection concepts in CRM.
(CO3, K2)

Or

- (b) Describe survival rate as a customer-based marketing metric.
(CO3, K3)

14. (a) Explain how CRM creates value for customers.
(CO4, K4)

Or

- (b) Discuss managing customer life cycle in CRM.
(CO4, K4)

15. (a) Explain service automation in CRM. (CO5, K3)

Or

(b) Discuss organizing for customer relationship management. (CO5, K4)

Part C (5 × 8 = 40)

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

16. (a) Analyze the evolution of CRM and its relevance in modern business. (CO1, K4)

Or

(b) Examine the importance of long-term customer supplier relationships. (CO1, K4)

17. (a) Discuss data analysis and reporting in Analytical CRM. (CO2, K4)

Or

(b) Analyze retention and cross-sell strategies using CRM data. (CO2, K5)

18. (a) Explain advanced customer-based marketing metrics. (CO3, K4)

Or

(b) Evaluate the use of CLV in managerial decision-making. (CO3, K5)

19. (a) Discuss how CRM contributes to sustainable competitive advantage. (CO4, K5)

Or

- (b) Analyze the effectiveness of loyalty programs in customer development. (CO4, K5)

20. (a) Examine CRM integration across marketing and communication channels. (CO5, K4)

Or

- (b) Critically analyze emerging trends and challenges in CRM. (CO5, K5)

R5026

Sub. Code

641426

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

FRANCHISE 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. Franchising as a growth strategy mainly enables firms to:
(CO1, K1)
 - (a) Centralize ownership
 - (b) Replicate a proven business model
 - (c) Reduce brand identity
 - (d) Eliminate intermediaries

2. International franchising helps firms primarily by:
(CO1, K2)
 - (a) Limiting market exposure
 - (b) Expanding brand presence globally
 - (c) Reducing operational control
 - (d) Avoiding legal compliance

3. Agency theory in franchising explains: (CO2, K1)
- (a) Customer loyalty
 - (b) Principal–agent relationship
 - (c) Market demand
 - (d) Brand positioning
4. Parenting advantage refers to: (CO2, K2)
- (a) Legal protection for franchisees
 - (b) Value addition by the franchisor
 - (c) Independence of franchise units
 - (d) Reduction of franchise fees
5. Franchise programming involves: (CO3, K1)
- (a) Random outlet expansion
 - (b) Structured preparation and planning
 - (c) Only promotional activities
 - (d) Cost reduction techniques
6. Selection of franchisees is important to: (CO3, K2)
- (a) Increase outlet numbers
 - (b) Maintain quality standards
 - (c) Reduce legal formalities
 - (d) Control pricing

7. A franchise agreement primarily outlines: (CO4, K1)
- (a) Customer preferences
 - (b) Rights and responsibilities
 - (c) Market size
 - (d) Product pricing
8. Marketing efforts during franchise setup aim to: (CO4, K2)
- (a) Minimize training needs
 - (b) Create brand awareness
 - (c) Reduce franchise costs
 - (d) Limit competition
9. Hospitality franchises are known for: (CO5, K1)
- (a) Low service standardization
 - (b) High customer experience focus
 - (c) Minimal brand control
 - (d) Low investment requirement
10. Long-term franchise sustainability depends on: (CO5, K2)
- (a) Initial franchise fees
 - (b) Consistent profitability
 - (c) Outlet size
 - (d) Advertising spends

Part B

(5 × 5 = 25)

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

11. (a) Explain the emergence of franchising as a business expansion model. (CO1, K2)

Or

- (b) Describe the role of franchising in increasing market penetration. (CO1, K3)

12. (a) Explain the concept and importance of agency theory in franchising. (CO2, K2)

Or

- (b) Describe how parenting advantage contributes to franchise success. (CO2, K3)

13. (a) Explain the franchisor–franchisee relationship. (CO3, K4)

Or

- (b) Describe the process of selecting franchisees. (CO3, K3)

14. (a) Explain the key contents of a franchise agreement. (CO4, K4)

Or

- (b) Describe marketing strategies adopted during franchise establishment. (CO4, K3)

15. (a) Explain franchising in the service industry with examples. (CO5, K4)

Or

- (b) Describe factors influencing franchise profitability. (CO5, K3)

Part C (5 × 8 = 40)

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

16. (a) Analyze the role of franchising in building scalable business models. (CO1, K4)

Or

- (b) Evaluate the impact of international franchising on brand growth. (CO1, K5)

17. (a) Analyze the relevance of agency theory in managing franchise conflicts. (CO2, K4)

Or

- (b) Evaluate the effectiveness of parenting advantage in franchising systems. (CO2, K5)

18. (a) Analyze operational challenges faced in franchising. (CO3, K4)

Or

- (b) Evaluate legal aspects involved in franchise operations. (CO3, K5)

19. (a) Analyze the importance of franchise agreements in risk management. (CO4, K4)

Or

- (b) Evaluate marketing efforts for successful franchise launch. (CO4, K5)

20. (a) Analyze franchising opportunities across major industry segments. (CO5, K4)

Or

- (b) Evaluate sustainability challenges in franchise businesses. (CO5, K5)

R5027

Sub. Code

641427

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

RETAIL OPERATIONS 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. Structural change in retailing is best reflected by:
(CO1, K2)
 - (a) Increase in wholesale intermediaries
 - (b) Shift from unorganized to organized retail formats
 - (c) Reduction in product assortments
 - (d) Decline in private label penetration

2. A retail environment analysis that evaluates social and technological forces is best aligned with: (CO1, K2)
 - (a) SWOT analysis
 - (b) Break-even analysis
 - (c) PEST framework
 - (d) Value chain analysis

3. A pricing issue unique to retailing arises mainly due to:
(CO2, K2)
- (a) Manufacturer-controlled prices
 - (b) Absence of price elasticity
 - (c) Limited product differentiation
 - (d) Direct interaction with final consumers
4. Economic forces influence retail planning mainly through changes in:
(CO2, K2)
- (a) Consumer purchasing power and demand patterns
 - (b) Visual merchandising techniques
 - (c) Store layout configurations
 - (d) Brand identity elements
5. Effective space management in retailing helps in:
(CO3, K2)
- (a) Increasing employee headcount
 - (b) Reducing merchandise assortment
 - (c) Improving sales per square foot
 - (d) Limiting customer movement
6. Population characteristics and mobility influence store location and layout decisions because they affect:
(CO3, K2)
- (a) Vendor negotiations
 - (b) Customer accessibility and footfall patterns
 - (c) Employee compensation
 - (d) Inventory carrying costs

7. Retail sourcing strategies aim to balance: (CO4, K2)
- (a) Cost efficiency and product quality
 - (b) Promotion intensity and pricing flexibility
 - (c) Store design and layout
 - (d) Customer traffic and employee scheduling
8. Supply chain management in retail emphasizes: (CO4, K2)
- (a) Isolated store-level decision-making
 - (b) Integration of sourcing, logistics and distribution
 - (c) Minimization of product assortment
 - (d) Reduction of customer choice
9. The selection process for store employees should emphasize: (CO5, K2)
- (a) Technical qualifications over behavior
 - (b) Experience in manufacturing industries
 - (c) Seniority and age
 - (d) Attitude, customer orientation, and job fit
10. MIS in retailing supports management by providing: (CO5, K2)
- (a) Intuitive decision-making only
 - (b) Real-time, accurate, and relevant information
 - (c) Reduction in customer contact
 - (d) Elimination of manual supervision

Part B

(5 × 5 = 25)

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

11. (a) Discuss the key components of retail operations and their interrelationships. (CO1, K3)

Or

- (b) Analyze the retail environment and its influence on operational decision-making. (CO1, K4)

12. (a) Examine major merchandising issues faced by modern retailers. (CO2, K5)

Or

- (b) Analyze competitive forces affecting retail market planning. (CO2, K4)

13. (a) Examine the role of MNCs in the growth of organized retail in India. (CO3, K5)

Or

- (b) Analyze the role of automation in improving retail operational efficiency. (CO3, K4)

14. (a) Explain product delivery management and its impact on customer satisfaction. (CO4, K3)

Or

- (b) Discuss retail pricing policies and their strategic relevance. (CO4, K3)

15. (a) Explain the scope and functions of retail administration. (CO5, K3)

Or

- (b) Analyze stock transfer management and its operational challenges. (CO5, K4)

Part C

(5 × 8 = 40)

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

16. (a) Analyze the structural changes in retailing and their impact on retail operations. (CO1, K4)

Or

- (b) Discuss Government of India retail policies and their implications for retail operations. (CO1, K3)

17. (a) Discuss various customer segmentation approaches relevant to retail markets. (CO2, K3)

Or

- (b) Discuss the role of store branding in retail success. (CO2, K3)

18. (a) Discuss various types of store layouts and their suitability for different retail formats. (CO4, K4)

Or

- (b) Explain the concept of service setting and its relevance in retail operations. (CO4, K4)

19. (a) Explain the process of private label development in retailing. (CO5, K4)

Or

- (b) Discuss the integration of logistics and supply chain management in retail. (CO5, K4)

20. (a) Explain the selection process for store employees in retailing. (CO5, K5)

Or

- (b) Examine the relationship between HR practices and customer service quality in retail. (CO5, K4)

R5028

Sub. Code

641428

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

STRATEGIC BRAND 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. Product policy primarily guides managerial decisions regarding: (CO1, K1)
 - (a) Pricing flexibility across markets
 - (b) Distribution channel selection
 - (c) Product mix consistency and direction
 - (d) Promotional budgeting efficiency

2. Which classification best reflects risk and involvement from the consumer's perspective? (CO1, K1)
 - (a) Convenience, shopping, specialty, unsought products
 - (b) Durable, non-durable, services
 - (c) Industrial supplies and installations
 - (d) Consumer and organizational products

3. Which PLC stage typically experiences the highest competitive intensity? (CO2, K2)
- (a) Introduction
 - (b) Growth
 - (c) Decline
 - (d) Maturity
4. Downward line stretching is most likely to result in: (CO2, K2)
- (a) Market expansion without risk
 - (b) Brand dilution if not carefully managed
 - (c) Increased prestige perception
 - (d) Reduced cannibalization
5. The brand building process begins effectively with: (CO3, K2)
- (a) Brand communication
 - (b) Brand positioning
 - (c) Brand awareness creation
 - (d) Brand identity formulation
6. Brand image is best defined as: (CO3, K2)
- (a) The firm's intended brand meaning
 - (b) The visual representation of the brand
 - (c) Consumers' perceptions of the brand
 - (d) The emotional promise of the brand

7. Strategic branding decisions are primarily concerned with: (CO4, K2)
- (a) Long-term brand value creation
 - (b) Tactical promotional planning
 - (c) Short-term sales maximization
 - (d) Distribution efficiency
8. Brand equity represents: (CO4, K2)
- (a) Book value of the brand
 - (b) Financial value in mergers only
 - (c) Legal ownership of trademarks
 - (d) Added value endowed by the brand name
9. Ingredient co-branding primarily aims to: (CO5, K2)
- (a) Increase distribution reach
 - (b) Enhance perceived product value
 - (c) Reduce production costs
 - (d) Strengthen retailer relationships
10. Packaging contributes to brand strategy mainly by: (CO5, K2)
- (a) Acting as a silent salesperson
 - (b) Reducing logistics costs
 - (c) Ensuring product safety only
 - (d) Supporting price discrimination

Part B

(5 × 5 = 25)

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

11. (a) Describe the scope and responsibilities of product management in modern organizations. (CO1, K3)

Or

- (b) Examine how product policy decisions influence long-term brand strategy. (CO1, K4)

12. (a) Analyze strategic marketing decisions appropriate for each stage of the Product Life Cycle. (CO2, K4)

Or

- (b) Analyze the importance of product-market analysis in launching new products. (CO2, K4)

13. (a) Explain the concept and scope of branding theory. (CO3, K4)

Or

- (b) Explain brand relationships and their managerial implications. (CO3, K4)

14. (a) Discuss the concept of brand extension and its strategic significance. (CO4, K3)

Or

- (b) Analyze the key components of brand equity. (CO4, K3)

15. (a) Explain the concept of co-branding and its strategic relevance. (CO5, K3)

Or

- (b) Discuss packaging as an effective brand communication tool. (CO5, K3)

Part C (5 × 8 = 40)

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

16. (a) Explain the concept of product policy and discuss its strategic importance in brand management. (CO1, K4)

Or

- (b) Explain the concept of product positioning with suitable strategic illustrations. (CO1, K4)

17. (a) Discuss the different types of line stretching with suitable illustrations. (CO2, K4)

Or

- (b) Discuss the role of new product planning in achieving long-term growth. (CO2, K4)

18. (a) Analyze the different types of brands with suitable illustrations. (CO3, K4)

Or

- (b) Explain the concept of brand personality and its strategic relevance. (CO3, K4)

19. (a) Examine the risks associated with brand extension with suitable examples. (CO4, K5)

Or

- (b) Critically examine the limitations of brand valuation techniques. (CO4, K5)

20. (a) Analyze the methods adopted by firms in co-branding strategies. (CO5, K4)

Or

- (b) Analyze causes of brand failures with reference to Indian brands. (CO5, K4)

R5029

Sub. Code

641441

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

ADVANCED BEHAVIOURAL SCIENCE

(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. Behavioural science differs from classical management mainly because it emphasizes (CO1, K2)
 - (a) formal authority structures
 - (b) standardized work procedures
 - (c) human behaviour as a dynamic system
 - (d) task specialization

2. Organisational effectiveness from a behavioural science perspective emphasizes (CO1, K2)
 - (a) long-term human sustainability and performance
 - (b) employee compliance
 - (c) output maximization alone
 - (d) rigid hierarchical control

3. In Transactional Analysis, the Adult ego state is primarily associated with (CO2, K2)
- (a) emotional responses
 - (b) learned parental norms
 - (c) spontaneous behaviour
 - (d) rational problem solving
4. Rackets at the workplace are best described as (CO2, K2)
- (a) genuine emotions expressed openly
 - (b) socially acceptable substitute feelings
 - (c) formal grievance mechanisms
 - (d) task-related conflicts
5. In performance review discussions, the most effective ego state for managers is (CO3, K2)
- (a) Critical Parent
 - (b) Nurturing Parent
 - (c) Adult
 - (d) Free Child
6. Development planning with subordinates using Transactional Analysis emphasizes (CO3, K2)
- (a) collaborative problem solving
 - (b) emotional dependency
 - (c) unilateral decision-making
 - (d) behavioural punishment

7. Behaviour modification is primarily based on the assumption that behaviour is (CO4, K2)
- (a) genetically fixed
 - (b) influenced only by motivation
 - (c) dependent on personality traits
 - (d) learned and can be changed
8. Positive reinforcement differs from negative reinforcement because it (CO4, K2)
- (a) suppresses behaviour
 - (b) removes undesirable stimuli
 - (c) introduces desirable consequences
 - (d) discourages repetition
9. Counselling differs from advice-giving mainly because counseling (CO5, K2)
- (a) focuses on problem solving by the manager
 - (b) encourages self-understanding in the employee
 - (c) relies on authority and direction
 - (d) emphasizes corrective action
10. Anxiety at work most commonly arises due to (CO5, K2)
- (a) job insecurity and role ambiguity
 - (b) high monetary incentives
 - (c) informal group support
 - (d) decentralised decision-making

Part B

(5 × 5 = 25)

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

11. (a) Explain the meaning and scope of advanced behavioural science and its relevance to modern management. (CO1, K4)

Or

- (b) Analyse the importance of organisational development interventions in improving organisational climate. (CO1, K4)

12. (a) Discuss the importance of strokes in motivating employee behaviour. (CO2, K3)

Or

- (b) Explain the nature and characteristics of assertiveness. (CO2, K4)

13. (a) Discuss the role of Transactional Analysis in enhancing managerial effectiveness. (CO3, K4)

Or

- (b) Examine the limitations of TA in performance management contexts. (CO3, K5)

14. (a) Explain the concept and scope of behaviour modification in organisational settings. (CO4, K4)

Or

- (b) Analyse different behaviour change techniques used in organisations. (CO4, K4)

15. (a) Discuss the objectives and importance of counselling in modern organisational life. (CO5, K4)

Or

- (b) Discuss major sources of stress at work and their behavioural implications. (CO5, K4)

Part C

(5 × 8 = 40)

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

16. (a) Analyse the relationship between behavioural science and key functional areas of management. (CO1, K4)

Or

- (b) Discuss different types of organisational development interventions and their behavioural focus. (CO1, K4)

17. (a) Examine how Transactional Analysis helps in understanding dysfunctional behaviour at work. (CO2, K4)

Or

- (b) Analyse the relationship between assertiveness and effective workplace communication. (CO2, K4)

18. (a) Analyse different types of transactions and their impact on workplace communication. (CO3, K4)

Or

- (b) Analyse the role of Transactional Analysis in goal setting between managers and subordinates. (CO3, K4)

19. (a) Analyse the process of identifying and formulating behaviour change goals. (CO4, K4)

Or

(b) Examine criteria for evaluating the effectiveness of behaviour change programmes. (CO4, K5)

20. (a) Explain how counselling helps in identifying and predicting employee problems. (CO5, K4)

Or

(b) Examine the role of counselling in managing workplace stress and anxiety. (CO5, K5)

R5030

Sub. Code

641442

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

LEARNING 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 theory of learning motivation emphasizes the role of internal rewards and personal growth needs in driving employee development? (CO1, K2)
 - (a) Maslow's Hierarchy of Needs
 - (b) Herzberg's Two-Factor Theory
 - (c) Alderfer's ERG Theory
 - (d) Vroom's Expectancy Theory

2. In skill gap analysis within training needs assessment, what is the primary focus of job analysis? (CO1, K1)
 - (a) Identifying future competency requirements
 - (b) Current tasks, duties, and required skills for roles
 - (c) Learner motivation levels
 - (d) Training budget allocation

3. Training budgets for practices should account for :
(CO2, K2)
- (a) Only instructor salaries
 - (b) Future analysis exclusively
 - (c) Direct costs like materials and indirect costs like opportunity loss
 - (d) Non-strategic scheduling
4. Assessments in training design are used to measure:
(CO2, K2)
- (a) Budget overruns
 - (b) Room delivery techniques
 - (c) Leadership development only
 - (d) Pre- and post-training knowledge retention
5. Which is a key non-classroom delivery technique in training programs?
(CO3, K2)
- (a) Simulations or on-the-job training
 - (b) Lecture-based classroom sessions
 - (c) Budget planning workshops
 - (d) Needs analysis surveys
6. The role of the trainer in class room processes includes:
(CO3, K2)
- (a) Solely evaluating transfer of training
 - (b) Facilitating interaction and content delivery
 - (c) Designing organizational budgets
 - (d) Conducting career assessments

7. Talent management systems often integrate training with: (CO4, K1)
- (a) Skill gap identification only
 - (b) Past evaluation
 - (c) Coaching and leadership development
 - (d) Non-classroom isolation
8. Training communication ensures : (CO4, K1)
- (a) Exclusive focus on development leadership
 - (b) Budget alignment without pedagogy
 - (c) Evaluation transfer metrics
 - (d) Clear objectives and feedback loops between trainer and trainee
9. Career anchors, as conceptualized by Edgar Schein, primarily refer to: (CO5, K3)
- (a) An individual's self-perceived talents motives, and values guiding career choices
 - (b) Organizational competency frameworks for succession planning
 - (c) Fast-tracking programs for high potentials
 - (d) Assessment center simulations for skill gaps
10. The competency-based career approach to development emphasizes: (CO5, K3)
- (a) Theoretical learning without practical application
 - (b) Non-changing environmental factors
 - (c) Budget-focused training only
 - (d) Linking specific competencies to career paths and transitions

Part B

(5 × 5 = 25)

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

11. (a) A company experiences declining productivity despite skilled employees. Which needs assessment method would you apply first and why? (CO1, K2)

Or

- (b) Differentiate between Job Analysis and Task Analysis in the context of training design. (CO1, K2)

12. (a) List any four components of strategic training practices. (CO2, K2)

Or

- (b) Develop a brief outline for drafting training assessment tools aligned with learning objectives. (CO2, K2)

13. (a) State the four levels of training evaluation commonly used in HRD. (CO3, K2)

Or

- (b) How would you apply non-classroom delivery techniques in a corporate training setting?(CO3, K2)

14. (a) Design a brief outline of a talent management system that integrates training climate and leadership development. (CO4, K5)

Or

- (b) Evaluate how training communication influences the effectiveness of leadership development programs. (CO4, K5)

15. (a) Explain the concept of competency-based development in career management. (CO5, K4)

Or

- (b) How can an assessment centre approach be applied to identify future leadership potential? (CO5, K3)

Part C

(5 × 8 = 40)

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

16. (a) Define training needs analysis and list the major types of analysis involved in identifying training requirements. (CO1, K2)

Or

- (b) Explain the importance of learning motivation theories in training and management development. (CO1, K4)

17. (a) Analyze how strategic planning influences training design and project management in organizations. (CO2, K4)

Or

- (b) Evaluate the effectiveness of using prototypes and instructional blueprints before implementing full-scale training. (CO2, K5)

18. (a) Design a comprehensive training evaluation framework incorporating reaction, learning, transfer, and results analysis. (CO3, K5)

Or

- (b) Critically evaluate the effectiveness of classroom versus non-classroom delivery techniques in achieving training outcomes. (CO3, K5)

19. (a) Critique the role of training climate and pedagogy in enhancing organizational learning effectiveness. How do environmental and psychological factors influence training outcomes? (CO4, K5)

Or

- (b) Justify the importance of training communication in developing coaching and mentoring competencies within leadership development programs. (CO4, K5)
20. (a) Propose an integrated career development strategy linking competence building with organizational competitiveness. (CO5, K3)

Or

- (b) Appraise the effectiveness of the Career Anchor concept in aligning employee values with organizational career paths. (CO5, K3)
-

R5031

Sub. Code

641445

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

COMPENSATION AND REWARD 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. Compensation in an organization primarily refers to:
(CO1, K1)
 - (a) Training and development
 - (b) Financial and non-financial returns to employees
 - (c) Promotion policies
 - (d) Employee discipline

2. The behavioural perspective of compensation focuses on:
(CO1, K2)
 - (a) Market forces only
 - (b) Employee motivation and performance
 - (c) Legal compliance
 - (d) Cost minimization

3. Wage determination in India is influenced mainly by: (CO2, K1)
- (a) Employer preference
 - (b) Labour legislation
 - (c) Organizational culture
 - (d) Technology adoption
4. Minimum Wages Act aims to: (CO2, K2)
- (a) Increase organizational profit
 - (b) Ensure fair wages to workers
 - (c) Eliminate wage differences
 - (d) Promote productivity
5. Pay packet consists of: (CO3, K1)
- (a) Basic pay only
 - (b) Basic pay, allowances, and incentives
 - (c) Bonus only
 - (d) Fringe benefits only
6. Internal equity in compensation refers to: (CO3, K2)
- (a) Market-based pay comparison
 - (b) Fair pay among jobs within the organization
 - (c) Government wage control
 - (d) Uniform pay structure

7. Performance-linked reward systems are designed to: (CO4, K1)
- (a) Increase fixed salaries
 - (b) Link rewards with employee performance
 - (c) Reduce employee benefits
 - (d) Control labour cost
8. Fringe benefits mainly aim to: (CO4, K2)
- (a) Replace basic wages
 - (b) Improve employee welfare and retention
 - (c) Reduce taxes
 - (d) Standardize compensation
9. Tax planning in compensation management helps organizations to: (CO5, K1)
- (a) Avoid legal compliance
 - (b) Optimize employee take-home pay
 - (c) Reduce productivity
 - (d) Increase wage rigidity
10. Comparative international compensation focuses on: (CO5, K2)
- (a) Domestic wage policies
 - (b) Cross-country pay differences
 - (c) Union negotiations
 - (d) Job evaluation

Part B

(5 × 5 = 25)

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

11. (a) Explain the concept and importance of compensation in organizations. (CO1, K2)

Or

- (b) Describe the role of compensation and rewards in employee motivation. (CO1, K3)

12. (a) Explain the legal framework governing wage and salary administration in India. (CO2, K2)

Or

- (b) Describe the objectives of the Minimum Wages and Payment of Wages Acts. (CO2, K3)

13. (a) Explain the components of a pay packet. (CO3, K2)

Or

- (b) Describe the role of job evaluation in ensuring internal equity. (CO3, K3)

14. (a) Explain the concept of performance-linked reward systems. (CO4, K2)

Or

- (b) Describe incentives provided to blue-collar and white-collar employees. (CO4, K3)

15. (a) Explain emerging issues in compensation management. (CO5, K2)

Or

- (b) Describe the role of fringe benefits in modern reward systems. (CO5, K3)

Part C

(5 × 8 = 40)

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

16. (a) Analyze the role of compensation systems in organizational effectiveness. (CO1, K4)

Or

- (b) Evaluate recent trends in compensation and reward management. (CO1, K5)

17. (a) Analyze the impact of labour legislation on wage administration. (CO2, K4)

Or

- (b) Evaluate how organizations design and implement pay systems. (CO2, K5)

18. (a) Analyze the importance of internal and external equity in compensation structure. (CO3, K4)

Or

- (b) Evaluate executive compensation practices in modern organizations. (CO3, K5)

19. (a) Analyze the effectiveness of performance-linked reward systems. (CO4, K4)

Or

- (b) Evaluate the role of incentives and fringe benefits in employee retention. (CO4, K5)

20. (a) Analyze emerging global trends in compensation management. (CO5, K4)

Or

(b) Evaluate tax planning strategies adopted in compensation systems. (CO5, K5)

R5032

Sub. Code

641446

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

WORKPLACE COUNSELLING

(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. Which dimension of workplace counselling integrates individual well-being with organizational goals?
(CO1, K2)
 - (a) Therapeutic dimension
 - (b) Preventive dimension
 - (c) Developmental dimension
 - (d) Administrative dimension

2. Welfare-based counselling models primarily reflect the organization's role in
(CO1, K2)
 - (a) providing support as part of employee welfare responsibility
 - (b) ensuring compliance with labor laws only
 - (c) enhancing managerial authority
 - (d) outsourcing counselling services

3. Ethical dilemmas in workplace counselling most commonly arise from (CO2, K2)
- (a) lack of counsellor competence
 - (b) unclear legal regulations
 - (c) inadequate counselling facilities
 - (d) dual loyalty to employee and organization
4. Counselling in multicultural organizations requires counsellors to (CO2, K2)
- (a) apply identical counselling techniques across cultures
 - (b) prioritize dominant organizational norms
 - (c) adapt counselling approaches to diverse cultural values
 - (d) avoid addressing cultural issues
5. Preparing employees for counselling primarily aims to (CO3, K2)
- (a) ensure compliance with management decisions
 - (b) clarify the purpose, process, and limits of counselling
 - (c) assess employee performance levels
 - (d) discourage voluntary participation
6. Termination of workplace counselling is considered effective when it (CO3, K2)
- (a) occurs abruptly after problem disclosure
 - (b) is solely decided by management
 - (c) is planned and mutually agreed upon
 - (d) avoids follow-up discussions

7. Formative evaluation in counselling is best conducted (CO4, K2)
- (a) at the end of the counselling programme
 - (b) only when problems arise
 - (c) after organizational audits
 - (d) during the counselling process
8. Ethical responsibility toward the organization requires counsellors to (CO4, K2)
- (a) act as management representatives
 - (b) ignore employee welfare
 - (c) balance transparency with professional integrity
 - (d) disclose all counselling content
9. Training facilities influence counsellor development mainly by (CO5, K2)
- (a) creating an environment conducive to experiential learning
 - (b) ensuring confidentiality of counselling cases
 - (c) improving organizational image
 - (d) controlling trainee behaviour
10. Supporting counsellors through supervision primarily helps in (CO5, K2)
- (a) increasing organizational control
 - (b) preventing ethical lapses and professional burnout
 - (c) replacing training programmes
 - (d) standardizing counselling duration

Part B

(5 × 5 = 25)

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

11. (a) Analyze the changing nature of today's workplace and its implications for counselling services. (CO1, K3)

Or

- (b) Examine the role of managers within manager-based counselling models. (CO1, K4)

12. (a) Discuss major ethical issues faced by workplace counsellors. (CO2, K3)

Or

- (b) Discuss how organizational culture shapes counselling practices. (CO2, K3)

13. (a) Analyze the process of assessing workplace counselling needs. (CO3, K3)

Or

- (b) Analyze the role of informed consent in counselling contracts. (CO3, K3)

14. (a) Analyze the importance of record-keeping in counselling practice. (CO4, K3)

Or

- (b) Discuss ethical responsibilities of counsellors toward organizations. (CO4, K3)

15. (a) Examine the importance of training facilities in counselling education. (CO5, K3)

Or

- (b) Discuss the role of supervision in enhancing counsellor competence. (CO5, K3)

Part C (5 × 8 = 40)

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

16. (a) Examine the fundamentals of work-oriented counselling and its distinctive features. (CO1, K4)

Or

- (b) Compare internally based and externally based counselling models used by organizations. (CO1, K4)

17. (a) Evaluate the relationship between stress, counselling, and organizational performance.

(CO2, K5)

Or

- (b) Examine counselling challenges in culturally diverse organizations. (CO2, K5)

18. (a) Explain the role and importance of contracting for counselling. (CO3, K4)

Or

- (b) Evaluate challenges associated with terminating counselling relationships. (CO3, K4)

19. (a) Explain summative evaluation with suitable workplace examples. (CO4, K4)

Or

(b) Discuss ethical challenges in maintaining confidentiality at the workplace. (CO4, K4)

20. (a) Explain the components of an effective counselling curriculum. (CO5, K4)

Or

(b) Analyze the concept of parallel process in workplace counselling supervision. (CO5, K4)

R5033

Sub. Code

641448

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2026

Fourth Semester

Management

INTERNATIONAL HRM

(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. International HRM differs from domestic HRM primarily because it (CO1, K2)
 - (a) focuses only on expatriate management
 - (b) operates within a single legal framework
 - (c) manages HR activities across multiple national contexts
 - (d) eliminates the role of national culture

2. Cultural intelligence (CQ) is most accurately defined as the capability to (CO1, K2)
 - (a) function effectively in culturally diverse settings
 - (b) apply home-country HR practices globally
 - (c) memorize cultural facts of different countries
 - (d) eliminate cultural differences in organisations

3. A key challenge in international recruitment is (CO2, K2)
- (a) standardized job descriptions
 - (b) uniform labour markets
 - (c) centralized HR databases
 - (d) cultural bias in selection decisions
4. Polycentric staffing is most suitable when firms pursue (CO2, K2)
- (a) global integration
 - (b) local responsiveness
 - (c) centralized decision-making
 - (d) expatriate dominance
5. Cross-cultural training primarily aims to (CO3, K2)
- (a) improve technical efficiency
 - (b) reduce training costs
 - (c) enhance cultural adaptability
 - (d) standardize skills
6. Evaluation of international training is difficult due to (CO3, K2)
- (a) cultural variability
 - (b) lack of trainers
 - (c) uniform performance metrics
 - (d) centralized HR systems

7. Cost-of-living allowance compensates for (CO4, K2)
- (a) inflation
 - (b) exchange rate fluctuation
 - (c) price differences between countries
 - (d) hardship conditions
8. International incentives are designed mainly to (CO4, K2)
- (a) reduce turnover
 - (b) motivate global performance
 - (c) standardize salaries
 - (d) support unions
9. Workforce flexibility mainly helps organisations to (CO5, K2)
- (a) respond to global uncertainty
 - (b) reduce control
 - (c) standardize jobs
 - (d) centralize authority
10. Diversity policies in MNCs must align with (CO5, K2)
- (a) headquarters culture only
 - (b) global values and local norms
 - (c) domestic HR practices
 - (d) legal compliance alone

Part B

(5 × 5 = 25)

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

11. (a) Explain the concept and scope of International Human Resource Management. (CO1, K4)

Or

- (b) Discuss the concept of cultural intelligence and its relevance for global managers. (CO1, K4)

12. (a) Analyse cultural challenges in international selection processes. (CO2, K4)

Or

- (b) Discuss assessment methods for international assignments. (CO2, K3)

13. (a) Explain the importance of training in international HRM. (CO3, K4)

Or

- (b) Analyse on-assignment training needs. (CO3, K4)

14. (a) Discuss components of international compensation. (CO4, K4)

Or

- (b) Examine strategic compensation challenges. (CO4, K5)

15. (a) Discuss diversity management in multinational firms. (CO5, K4)

Or

- (b) Analyse cultural barriers to global careers. (CO5, K4)

Part C

(5 × 8 = 40)

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

16. (a) Examine the impact of globalisation on HRM policy choices in multinational firms. (CO1, K4)

Or

- (b) Explain the relationship between culture and organisational life in global organisations. (CO1, K4)

17. (a) Explain international recruitment methods used by MNCs. (CO2, K4)

Or

- (b) Explain the global assignment cycle in detail. (CO2, K4)

18. (a) Analyse challenges in evaluating international training. (CO3, K4)

Or

- (b) Explain the role of training in knowledge transfer. (CO3, K4)

19. (a) Explain the concept of international compensation management. (CO4, K4)

Or

- (b) Examine national differences in reward systems. (CO4, K5)

20. (a) Explain workforce flexibility in international HRM.
(CO5, K4)

Or

(b) Analyse gender diversity initiatives in MNCs.
(CO5, K4)
