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Reg. No. :

Name :

**First Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
April 2026**

**MBA 511 – PRINCIPLES AND PRACTICES OF MANAGEMENT
(2024 Admission Onwards)**

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **all** questions.

1. Describe about different types of plans in an organization.
2. Differentiate between line authority and staff authority.
3. What is the difference between centralization and decentralization?
4. What is 'management by objectives' (MBO)?
5. Evaluate the role of a supervisor as a 'human relations specialist' and its impact on team productivity

(5 × 4 = 20 Marks)

SECTION – B

Answer any **three** questions.

6. Apply the concept of group decision-making to solve a problem in a retail organization. Explain the process and challenges involved.
7. Explain the steps involved in planning and their significance for organizational success.
8. Design a delegation process for a new team manager in a technology company. Include potential challenges and solutions.
9. Discuss the components of staffing and their importance in building an efficient workforce.
10. Design a management by objectives (MBO) framework for a startup organization aiming for market expansion.

(3 × 10 = 30 Marks)

P.T.O.



SECTION – C

Answer the following case study.

11. HealthyCare is a medium-sized private hospital aiming to expand its services to include telemedicine. The hospital's strategic planning team conducted a market survey and found a strong demand for virtual consultations, especially in rural areas. However, they face challenges such as limited IT infrastructure, lack of skilled staff for telemedicine, and resistance from some doctors who prefer traditional consultations.

To address these issues, HealthyCare's management wants to create a detailed plan to implement telemedicine within 6 months. They are considering partnerships with IT companies for infrastructure and exploring training programs for doctors. There is also concern about ensuring compliance with medical data privacy laws.

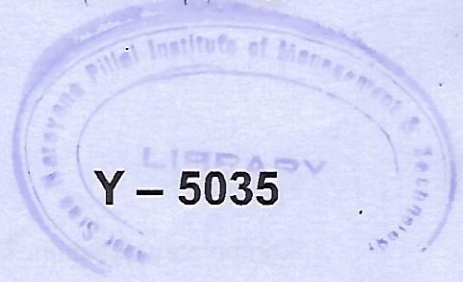
Questions

- (a) Identify the key challenges HealthyCare faces in implementing telemedicine.
- (b) Suggest steps to develop an effective strategic plan for this initiative.
- (c) What measures can the hospital take to overcome resistance from doctors?
- (d) How can HealthyCare ensure compliance with data privacy regulations?
- (d) Evaluate the importance of Partnerships in achieving the hospital's objectives.

(1 × 25 = 25 Marks)



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Name :

**First Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
April 2026**

MBA 513 – EXECUTIVE BUSINESS COMMUNICATION

(2024 Admission Onwards)

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **all** questions. Each question carries **4** marks.

1. Define communication and explain its significance in management.
2. Describe the main types of communication in an organization.
3. What are common barriers to effective communication? Provide examples.
4. Outline the steps involved in planning a business message.
5. Explain the role of non-verbal communication in business settings.

(5 × 4 = 20 Marks)

SECTION – B

Answer any **three** questions. Each question carries **10** marks.

6. Discuss the principles of effective communication with examples of their application in a business setting.
7. Describe the process of organizing and writing a business message, with a focus on different patterns of organization.
8. Explain the key components of business reports and proposals, highlighting the differences between long and short reports.
9. Outline the procedures involved in conducting a meeting, including agenda preparation and minute-taking.
10. Discuss the importance of non-verbal cues in communication, focusing on personal appearance, body language, and visual aids.

(3 × 10 = 30 Marks)

P.T.O.



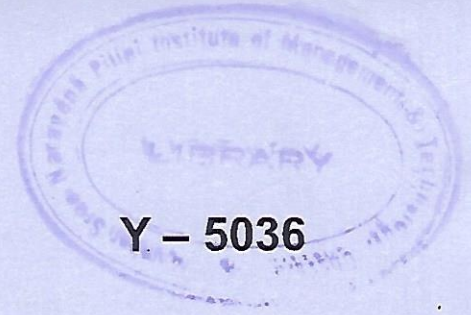
SECTION – C

Compulsory question. The question carries **25** marks.

11. You are tasked with drafting a formal business proposal for a client who is considering a partnership with your organization. Outline the key elements you would include in your proposal and
- (a) Explain how you would ensure it is persuasive, clear, and concise.
 - (b) Discuss how you would incorporate visuals and exhibits to enhance its effectiveness.

(1 × 25 = 25 Marks)





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Reg. No. :

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**First Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
April 2026**

**MBA 514 – ACCOUNTING FOR MANAGERS
(2024 Admission Onwards)**

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the questions. Each question carries **5** marks.

1. Define Accounting. Bring out its limitations.
2. Explain the benefits of Ratio Analysis.
3. Describe the procedure to prepare a Cost Sheet.
4. Discuss the features of Marginal Costing.
5. What are the steps involved in Standard Costing?

(5 × 5 = 25 Marks)

PART – B

Answer **all** questions. Each question carries **10** marks.

6. Discuss in detail the importance of Final Accounts in accounting.

OR

7. The following is the Trial Balance of ABC Ltd as at March 31st 1997.

	Debit Rs.	Credit Rs.
Opening Stock on April 1, 1996	70,000	
Purchase	2,40,000	
Wages	50,000	-
Discount	5,000	6,000
Salaries	14,000	-
Rent and General Expenses	25,000	-
P & L A/c 1.4.1996	-	65,000
Dividend Paid	9,000	-

P.T.O.



	Debit Rs.	Credit Rs.
Equity Capital	-	1,00,000
Debtors and Creditors	12,000	11,000
Plant and Machinery	36,000	-
Cash	4,000	-
Reserve	-	15,000
Bad Debts	3,000	-
Sales	-	2,71,000
	<u>4,68,000</u>	<u>4,68,000</u>

You are required to make out the Trading and Profit and Loss Account for the year ended 31.3.1997 and the Balance Sheet as at the date. You are also to make provision in respect of the following.

- (a) Stock on 31.3.1997, Rs. 86,000
 - (b) Depreciate Plant and Machinery by 10% per annum.
 - (c) Provide 5% as discount on debtors.
 - (d) Provide 2½% discount on creditors.
8. From the following information regarding current assets and current liabilities of a firm, Calculate the liquidity ratios of the concern :

	Rs.
Current Assets :	
Cash	1,00,000
Debtors	50,000
Marketable Securities	50,000
Stock	70,000
Marketable Securities	75,000
Prepaid Expenses	5,000
	<u>3,50,000</u>
Current Liabilities :	
Trade Creditors	75,000
Bills Payable	25,000
Outstanding Expenses	15,000
Bank Overdraft	15,000
Provision for Tax	20,000
	<u>1,50,000</u>

OR

9. Describe the importance of Ratio Analysis.

10. Explain the advantages of Cost Sheet.

OR

11. ABC Ltd. manufactures a product, and the following details are available for the month of November :

Direct Materials: Rs. 80,000

Direct Labor: Rs. 50,000

Direct Expenses: Rs. 10,000

Factory Overheads: Rs. 30,000

Office & Administrative Overheads: Rs. 20,000

Selling & Distribution Overheads: Rs. 15,000

Profit : 25% of Total Cost

Prepare a cost sheet and calculate the selling price.

12. Explain the advantages of Break-Even analysis in detail.

OR

13. Calculate the Profit earned by the company during the year 2012 from the following information :

Fixed Cost Rs. 3,00,000

Variable Cost Rs. 25 per unit

Selling Price Rs. 50 per unit

Number of units produced 50,000.

14. Product 'A' requires 10 kg of material at the rate of Rs. 4 per kg. The actual consumption of material for the manufacturing of product 'A' came to 12 kg of material at the rate of Rs. 4.50 per kg.

Calculate :

(a) Material cost variance

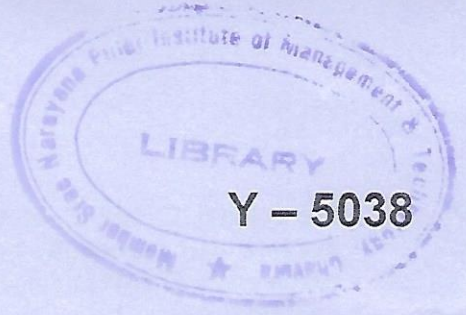
(b) Material usage variance

(c) Material price variance.

OR

15. Explain Variance analysis.

(5 × 10 = 50 Marks)



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**First Semester M.B.A. (Full Time/Travel & Tourism) Degree
Examination, April 2026**

MBA 516 : QUANTITATIVE TECHNIQUES

(2024 Admission onwards)

Time : 3 Hours

Max. Marks : 75

PART - A

Answer **all** the questions. **Each** question carries 5 marks.

1. Explain terms parameter and statistic with examples.
2. Explain the term random experiment and random variable. Explain the applications.
3. Compare various methods through which primary data can be collected.
4. Explain the properties of binomial distribution with an example.
5. Explain the Concept of hypothesis. Explain various types of hypotheses.

(5 × 5 = 25 Marks)

PART - B

Answer any **one** questions from each. **Each** question carries 10 marks.

6. Explain various scales used in research with examples.

OR

7. Explain the advantages of sampling. Explain sampling and non-sampling error.
8. Find the probability that a leap year has 53 Sundays.

OR

9. A company has two plants to manufacture scooters. Plant I manufactures 80% and plant II manufactures 20% of the scooters. At plant I, 75 out of 100 scooters are rated standard quality or better. At plant II, only 65 out of 100 scooters are rated standard quality or better. What is the probability that a scooter selected at random came from plant I, if it is known that the scooter is of standard quality.

P.T.O.



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10. Two plants C and D of a factory show the following results about the number of workers and the wages paid to them. Using coefficient of variation formulas, find in which plant, C or D is there greater variability in individual wages.

No. of workers	5,000	6,000
Average monthly wages	\$ 2,500	\$ 2,500
Standard deviation	9	10

OR

11. Find the quartile deviation and the coefficient of quartile deviation for the following given data : 23, 8, 5, 16, 33, 7, 24, 5, 30, 33, 37, 30, 9, 11, 26, 32.
12. Explain the conditions where you use Poisson Distribution. Explain the characteristics of this distribution.

OR

13. Calculate Karl Pearson's coefficient of skewness for the following data and interpret the result.

Marks	0	10	20	30	40	50	60	70	80
No. of students	120	115	108	98	85	60	18	5	0

14. Compute Pearson's coefficient of correlation between advertisement cost and sales as per the data given below.

Advertisement Cost 1000's	39	65	62	90	82	75	25	98	36	78
Sales in Lakhs	47	53	58	86	62	68	60	91	51	84

OR

15. Calculate the correlation coefficient using regression coefficients and obtain the lines of regression for the following data :

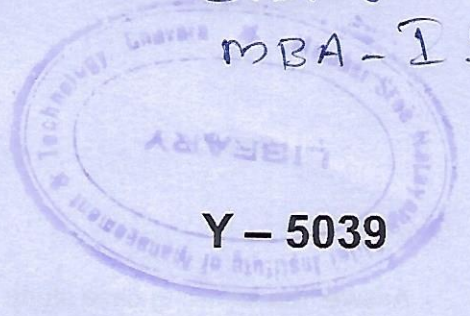
X	1	2	3	4	5	6	7
Y	9	8	10	12	11	13	14

(5 × 10 = 50 Marks)



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MBA - I Sem



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Reg. No. :

Name :

**First Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
April 2026**

MBA 517 – BUSINESS ENVIRONMENT, ETHICS AND GOVERNANCE

(2024 Admission Onwards)

Time : 3 Hours

Max. Marks : 75

SECTION – A

Answer **all** questions.

1. What is the role of a manager in addressing social changes and development?
2. Highlight the positive and negative effects of the New Economic Policy (1991) on Indian businesses.
3. Explain the role of government regulations in addressing environmental issues related to business activities.
4. What is the role of EXIM policy in facilitating international trade?
5. Discuss the attributes and responsibilities of a corporate board in ensuring transparency.

(5 × 4 = 20 Marks)

SECTION – B

Answer any **three** questions.

6. Analyze the influence of cultural factors on business practices in India, with examples.
7. Examine how public policy formulation affects business operations in India.
8. Discuss the role of management in addressing the challenges of technological change in businesses.
9. Evaluate the significance of industrial policy reforms in shaping India's economic growth.
10. Explain the role of corporate governance in ensuring transparency and accountability in organizations.

(3 × 10 = 30 Marks)

P.T.O.



SECTION – C

Answer the following case study

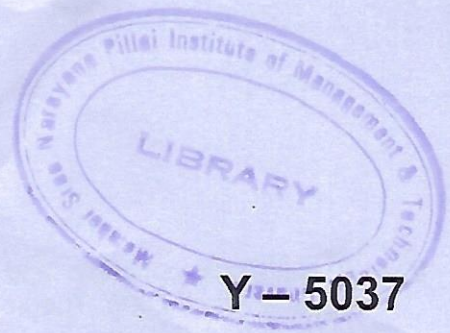
11. XYZ Electronics is a medium-sized company manufacturing consumer electronics. With rapid advancements in technology, the company faces challenges from competitors offering smart, AI-integrated products. Although XYZ's products are reliable, they lack the modern features customers demand. Sales have declined, and the management realizes the need to innovate. The R&D team suggests investing in AI integration and hiring specialists to upgrade their products. However, this would require substantial funding, which might strain the company's resources. The finance team recommends focusing on existing products and minimizing costs. Meanwhile, employees are concerned about potential layoffs if the company shifts its focus. The CEO must decide whether to allocate resources for innovation or focus on cost optimization while managing employee concerns and staying competitive.

Questions

- (a) What are the primary challenges XYZ Electronics faces in this case?
- (b) Evaluate the pros and cons of investing in AI-integrated products for XYZ.
- (c) How can the company address employee concerns while adapting to technological changes?
- (d) What strategies can XYZ adopt to stay competitive without overburdening its finances?
- (e) If you were the CEO, what approach would you take, and why?

(1 × 25 = 25 Marks)





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Reg. No. :

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**First Semester M.B.A. (Full Time/Travel & Tourism) Degree Examination,
April 2026**

MBA 515 – MANAGERIAL ECONOMICS

(2024 Admission Onwards)

Time : 3 Hours

Max. Marks : 75

SECTION – A

Write short notes on the following

Answer **all** the questions. Each question carries 5 marks.

1. Explain the concept of opportunity cost? Why is it crucial for business decision-making?
2. Explain the relationship between utility analysis and the demand curve.
3. Explain the significance of the law of variable proportions in production theory with an example.
4. Explain the concept of price discrimination in a monopoly.
5. What are the key factors influencing international trade? Discuss how global economic policies and technological advancements shape global trade.

(5 × 5 = 25 Marks)

SECTION – B

Answer **all** questions. Each question carries **10** marks.

6. Describe the equi-marginal concept and discuss its significance in resource allocation.

OR

7. A company produces and sells product X. Over the past 12 months, the following data has been observed for the sales of product X and advertising expenditure:

Month	Sales (units)	Advertising Expenditure (Rs)
1	1000	2000
2	1200	2500
3	1400	3000
4	1600	3500
5	1800	4000

Use the least squares method to forecast the sales of product X for the next month if the advertising expenditure is expected to be Rs. 4500.

P.T.O.



8. Explain cost concepts and their relevance in break-even analysis. A firm has fixed costs of Rs. 50,000. The variable cost per unit is Rs.200, and the selling price per unit is Rs.300. Calculate:
- The break-even output.
 - The profit or loss if the firm produces and sells 700 units.

OR

9. A monopolist faces the following demand function for its product: $Q=100-2P$, where Q is quantity and P is price. The cost function is $C(Q)=10Q+100$. Calculate the profit-maximizing price, quantity, and profit.
10. Given the following data for India's National Income components in 2024, calculate the Gross Domestic Product (GDP), Gross National Product (GNP), and Net National Product (NNP):
- Consumption expenditure: Rs.20,00,000 crores
 - Investment expenditure: Rs.5,00,000 crores
 - Exports: Rs.3,00,000 crores
 - Imports: Rs.2,50,000 crores
 - Net income from abroad: Rs.50,000 crores
 - Depreciation: Rs.1,00,000 crores
 - Government expenditure: Rs.7,00,000 crores

OR

11. Explain the price, income, and substitution effects with the help of an indifference curve analysis. How do these effects influence the shape of the demand curve?
12. Discuss the causes of balance of payments (BoP) disequilibrium and suggest policy measures to correct it.

OR

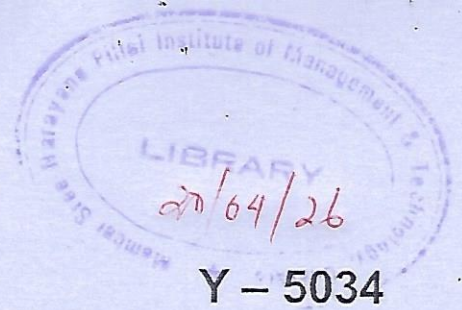
13. Discuss the key components of India's national income. How do GDP, GNP, and NNP differ in economic measurement?
14. Compare and contrast perfect competition with monopoly in terms of pricing, output determination, and efficiency.

OR

15. Explain the Law of Variable Proportions with a suitable diagram. How does it impact production decisions?

(5 × 10 = 50 Marks)





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**First Semester M.B.A. (Full Time / Travel & Tourism) Degree Examination,
April 2026**

MBA 512 – ORGANISATIONAL BEHAVIOUR

(2024 Admission onwards)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** questions. Each carries **4** marks.

1. Identify one emerging business reality and its impact on organizational behavior.
2. How can an organization address negative employee attitudes toward a new technology implementation?
3. How do internal factors like motivation and experience influence perceptual selectivity in managers?
4. Briefly explain the significance of the 'storming' stage in group development.
5. Identify two factors responsible for workplace stress and suggest one coping strategy for each.

(5 × 4 = 20 Marks)

PART – B

Answer any **three** questions. Each carry **10** marks.

6. Analyze how assertive behavior contributes to addressing emerging business realities such as remote work and dynamic market demands.
7. Explain how managers can use shaping as a managerial tool to enhance team performance, providing practical examples.
8. Explain how perceptual selectivity and organization can be applied in customer relationship management to enhance satisfaction.
9. Propose a training program for managers to improve emotional intelligence. Describe how this training would help in handling fear, anger, and depression in teams.
10. Evaluate the factors responsible for resistance to organizational change and propose methods to overcome them.

(3 × 10 = 30 Marks)

P.T.O.



PART – C

Compulsory question. The question carries 25 marks.

11. TechNova Solutions is a mid-sized software development company known for its innovative solutions. Recently, the company has been facing challenges in maintaining employee motivation and team collaboration. Despite competitive salaries and flexible working hours, several employees have reported feeling disengaged and undervalued. A critical issue arose in the AI development team, where conflicts surfaced among team members during the “storming” stage of group development. Disagreements about project deadlines, unclear roles, and differing work styles led to delays and frustration. Adding to the problem, some team members felt their creative input was ignored, resulting in a lack of ownership and accountability. The HR manager decided to intervene by introducing motivational strategies and team-building activities. She planned a workshop focused on emotional intelligence and the Johari Window model to improve interpersonal effectiveness. In addition, the HR manager implemented Herzberg’s Two-Factor Theory to address both hygiene factors and motivators. The CEO, concerned about sustaining the company’s collaborative culture, initiated a mentoring program where senior employees modeled company values for juniors, emphasizing the importance of openness and respect.
- (a) Using Herzberg’s Two-Factor Theory, identify two hygiene factors and two motivators that TechNova could use to address employee disengagement.
 - (b) Evaluate the role of emotional intelligence in resolving conflicts during the “storming” stage of group development. Propose a structured plan to implement emotional intelligence training at TechNova.
 - (c) Based on the CEO’s decision to introduce a mentoring program, discuss how such initiatives can sustain a collaborative organizational culture. Include specific steps to implement the program successfully.

(1 × 25 = 25 Marks)

