Registration No.: | | | | | | | | | | |

Total Number of Pages: 02

Course: MBA
Sub_Code: 18MBA106

1st Semester Back Examination: 2025-26
SUBJECT: Business Communication
BRANCH(S): FM, GM, HRM, LSCM, MBA, MBA (A & M), MBA (M & F)
Time: 3 Hours
Max Marks: 100
Q.Code: U630
Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

- **a)** What is grapevine communication?
- **b)** Differentiate between skimming and scanning.
- **c)** Give two advantages of feedback in the process of communication.
- **d)** What is netiquette? Give one example.
- **e)**
  - i. The managers is responsible for maintaining discipline. (correct the sentence)
  - ii. Please help me complete this report. (Rewrite the sentence using an appropriate modal)
  - iii. Everyone was busy………. (complete the sentence using appropriate relative clause)
  - iv. I have attended multiple meetings yesterday. (correct the sentence)
- **f)** What is a Résumé? What are its types?
- **g)** Write two advantages of using signs and symbols.
- **h)** What is difference between hearing and active listening?
- **i)** What is paralanguage?
- **j)** What is chronemics?

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

- **a)** What are various channels in the process of communication? Explain the organisational channels with suitable examples.
- **b)** Write a short essay on "The importance of nonverbal communication in an organisation".
- **c)** What are the mistakes or faults that affect reading skills? Explain.
- **d)** You are working as the Sales head of Sangam Furniture. Write a sales letter to your business client, who has constructed a new hotel with 150 rooms at Jajpur.
- **e)** You are the HR Manager of your organisation. You find your junior officers whiling away their time in unnecessary gossip. They also do not come to the workplace in time. This is demotivating the workers and the supervisors. Write a memo to the junior officers dissuading them from getting involved in these acts.
- **f)** What is persuasive communication? Give examples.
- **g)** How important are listening skills? Explain types of listening with appropriate examples.

h) What are the Dos and Don’ts of GD? Explain the parameters used to evaluate a GD.
i) Write a short speech on the topic “Inclusivity for Sustainable development”.
j) Assume yourself to be a relationship manager in a bank. Write a reminder email to your customer who has to pay his EMI on home loan.
k) How do you communicate a bad news in writing? What technique do you use? Illustrate.
l) What is bias? How does it affect organisational communication?

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3	Explain the different barriers to communication with appropriate examples. How can one remove the barriers?	**(16)**
Q4	Write a report on the communication (internal and external) strategies adopted by your organisation in the last one year, and its outcome. (You can assume statistics.)	**(16)**
Q5	How will you prepare for a presentation? Explain in details.	**(16)**
Q6	Apply for the position of Senior Manager in ITC Ltd. The position demands MBA with minimum 3 years of experience.	**(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 02

Course: MBA
Sub_Code: MBEV1001

1st Semester Regular/Back Examination: 2025-26
SUBJECT: Managerial Economics
BRANCH(S): BA, FM, FM, FM&HRM, GM, HCHM, HRM, IB, ISEM, LSCM, MBA, MBA, MBA(A&M), MBA(M&F), MM, RM
Time: 3 Hours
Max Marks: 100
Q.Code: U511
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.
The figures in the right hand margin indicate marks.

Part-I

Q1 Answer the following questions: **(2 x 10)**

- **a)** The study of ________ helps managers make optimal decisions under ________.
- **b)** Market demand is the sum of ________ demand of all consumers in the market and is influenced by ________.
- **c)** Price elasticity of demand measures the responsiveness of ________ to changes in ________.
- **d)** Supply analysis studies the relationship between quantity supplied and ________, assuming other factors like ________ remain constant.
- **e)** In the short run, when only one input is variable and others are fixed, the production function is called the __________ production function. The stage where marginal product starts declining is known as __________.
- **f)** Cost that changes with the level of output is called __________ cost, whereas cost that remains constant irrespective of output is __________ cost.
- **g)** A firm produces 100 units of output using 5 units of labor and 10 units of capital. If the labor is increased to 6 units while capital remains the same, output rises to 120 units. Calculate the Marginal Product of Labor (MPL).
- **h)** In a perfectly competitive market, firms are _________ and the price is determined by _________.
- **i)** Price skimming is a pricing strategy where a firm initially sets the price _________ and gradually _________ it.
- **j)** Full cost pricing involves adding a _________ to the total cost of a product to determine its _________.

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) **(6 x 8)**

- **a)** Explain the relevance of economics for business decisions. How does managerial economics help firms in resource allocation and profit maximization?
- **b)** Differentiate between individual demandand market demand. Explain the determinants of demand with suitable illustrations.
- **c)** Explain three methods of measuring elasticity and discuss its significance in managerial decision-making.

d) Why does the normal demand curve slope downwards? Can there be an upward rising demand curve? Explain with examples.

e) Suppose a firm faces a cost function of $C = 8 + 4Q + Q^2$

I) What is the firm's fixed cost?

II) Derive an expression for the firm's average variable cost and marginal cost.

f) Differentiate between increasing, constant, and decreasing returns to scale. A firm increases all inputs by 50 %, and output increases by 80 %. Identify the type of returns to scale and justify your answer.

g) A firm produces 100 units of output at a total cost of ₹ 5000 and 120 units at ₹ 5600. Determine the marginal cost of the 21st to 120th unit and explain its importance in output maximization and cost minimization decisions.

h) Explain the difference between internal economies of scale, external economies of scale and economies of scope. Give one practical example of each from a manufacturing business.

i) The price of Coffee increases from Rs.50 per kg to Rs.70 per kg, as a result the demand for Tea increases from 5 kg to 10 kg. What is the cross elasticity of demand of Tea for Coffee?

j) Differentiate between consumption, saving, and investment. How do these concepts influence the phases of the business cycle**?**

k) Define inflation and explain the role of fiscal and monetary policies in controlling it. Give a simple example of each policy in action.

l) Explain the concepts of full cost pricing and product pricing. Provide an example of when each method is used in business decision-making.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 A Biscuit manufacturing company has the following variable cost function. **(16)**

$$\mathbf{TVC = 200Q - 9Q^2 + 0.25Q^3}$$

If the company fixed costs are equal to Rs.150 lakhs. Find out

a) Total Cost function

b) Marginal Cost function

c) Average Total cost function

d) Average Variable cost function

At what output levels average variable cost and marginal cost will be minimum.

Q4 a) Explain the Short Run Production Function under the Law of Variable Proportions**,** clearly bringing out its three stages with the help of Total Product (TP), Average Product (AP), and Marginal Product (MP) curves**.** **(8)**

b) Discuss the Long Run Production Function and the concept of Returns to Scale**.** Explain Increasing, Constant, and Decreasing Returns to Scale with suitable illustrations **(8)**

Q5 Define National Income and explain its concepts and methods of measurement. Discuss the phases of the business cycle and analyze the role of Fiscal Policy and Monetary Policy in controlling inflation and stabilizing the economy. Illustrate how consumption, saving, and investment influence national income. **(16)**

Q6 Critically examine the descriptive pricing approaches adopted by firms operating under different market conditions, with suitable illustrations. **(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 03

Course: MBA
Sub_Code: MBEV1002

1st Semester Regular/Back Examination: 2025-26
SUBJECT: Business Communication
BRANCH(S): BA, FM, FM, FM&HRM, GM, HCHM, HRM, IB, ISEM, LSCM, MBA, MBA, MBA (A & M), MBA (M & F), MM, RM
Time: 3 Hours
Max Marks: 100
Q.Code: U631
Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

a) Define LSRW.
b) What is the process of communication?
c) Give two examples from the organisational perspective to prove that signs and symbols can communicate effectively.
d) Define proxemics. Give examples.
e) What is VAKOG? How is it helpful in communication?
f) What is a functional Résumé?
g) Find the mistake in the following sentences and rewrite the correct version:
  i. The water is essential for life.
  ii. She works as a LIC agent.
  iii. One of the managers in the department are very rigid.
  iv. The meeting will be held at 3.00 PM in Conference Hall on Monday.
h) What is active listening? Give an example.
i) What is eye fixation? How does it affect reading efficiency?
j) Do as directed:
  i. Influence of social media is known to all. (Change the Voice);
  ii. The CEO said in the meeting that she hadn't witnessed such an event before. (Change to direct speech);
  iii. Our branch manager thinks quickly, and responds in a calm manner. (Correct the sentence);
  iv. The person that explained the task is from the HR department. (Correct the sentence).

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

a) Explain how two-way communication is more effective than one-way communication.
b) "Listening is difficult as we have different barriers to effective listening. Moreover, we have to listen in different ways in different situation". Justify this utterance with examples.
c) "Body language is important for effective face-to-face communication.". Express your opinion as a presentation script. Illustrate it with representative slides.

d) Informal communication is an essential channel of organisational communication. Explain by comparing and contrasting it with formal communication.

e) What are different types of reading skills? Why are they important?

f) There are various barriers to communication. Explain the barriers in the corporate context.

g) How is technology useful in business communication? Give a brief account of emerging trends.

h) You want to popularize the events conducted in BPUT Tech Carnival in the social media. How will create posts? Give at least two examples.

i) The following memo is written by a subordinate to his senior. Analyse it using the 7 Cs of Effective Communication, and explain why it is not appropriate.

> **MEMO**
>
> **To**: Mr. R.K. Mishra, Factory Manager
> **From**: Asst, HR, PaperBag Wonders Pvt. Ltd.
> **Date:** 20 Jan 2026
> **Subject:** Observations on Shift Allocations vis-à-vis Behavioural Parameters
>
> Sir,
>
> The shifts feel like drifting clouds—no beginning, no end, only scattered hours. Labourers wander in tempers, sometimes loud, sometimes absent, as if the recycled paper carries their unrest. Machines wait in silence, but the noise of confusion fills the air. Work happens, yet it doesn't, and the rhythm of discipline seems lost somewhere. I write this not as complaint, but as a thought that lingers without answer.
>
> My grey cells get entangled as I struggle to decipher the hidden truth behind the demeanour of the toiling---yet, not-so-toiling class of persons. An angelic intervention is sought to redeem from this gulping loop of imprudence.
>
> Aniruddha

j) You head the marketing department. You have to organise a meeting to discuss the annual marketing plan that includes launch of new advertisements in print, electronic, and social media. Along with this, you are also required to finalize road shows, outdoor campaigns, and CSR activities. The Managing Director (MD) will chair the meeting. Prepare an agenda for the meeting, and send a circular mail to all the members of your department.

k) What is the importance of GD in the process of selecting a suitable candidate for an organisation? Explain referring to the criteria used to evaluate GD performance.

l) What is an interview? You are asked the following questions in a job interview. How will you respond?

i. Why did you choose management as a career?
ii. What are your strengths & weaknesses?
iii. Given an option, what will you choose a) working in Odisha with a less *salary package or, b) working outside of Odisha with a high *salary package? And why? (*with industry average as the standard; less= lesser than the industry average; high= higher than industry average)

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 Your company is planning to go for a public awareness campaign on "Climate Change". It has been decided that a poster will be sent to all the schools and colleges of the state. Write a letter to be sent to the principals of the schools and colleges informing them about your campaign. Also, design and enclose a poster for the campaign. Which model of persuasive communication did you use? Explain. **(16)**

Q4 We use different styles of writing business messages. These include KISS, BIF, BILL etc. Explain its importance. Give suitable examples. **(16)**

Q5 You saw a job posting in LinkedIn for the post of Communications Manager in Accenture India. Their key requirements are: **(16)**

a) Good Written and Verbal Communication.
b) Marketing and event management experience.
c) Critical Thinking
d) Problem solving
e) Stakeholder management.

Apply for the post. Assume that you have 5 years of experience after the completion of MBA. Use the email id: CHRO@accenture,in

Q6 You are working for Bajaj Auto (manufacturer). They want you to prepare a report on the reasons for the decline in sales of autos in the past one year. Prepare and submit a report to the Managing Director of the company. **(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 02

Course: MBA
Sub Code: MBEV1003

1st Semester Regular/Back Examination: 2025-26
SUBJECT: Universal Human Values, Ethics and Environment
BRANCH(S): BA, FM, FM, FM&HRM, GM, HCHM, HRM, IB, ISEM, LSCM, MBA, MBA, MBA (A & M), MBA (M & F), MM, RM
Time: 3 Hours
Max Marks: 100
Q.Code: U499
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions: **(2 x 10)**

- **a)** Define happiness and prosperity in contrast to excitement and accumulation of wealth.
- **b)** How can we understand the value of anything (e.g. pen)? Is it in terms of its price? Or is it in terms of its usability (participation in need)? Explain as per the definition of value.
- **c)** Define self-exploration. How does it lead to understanding?
- **d)** What do you mean by respect as per the proposal? What is the minimum content of respect?
- **e)** Define Business Ethics and explain its role as a "moral compass" in the modern corporate landscape.
- **f)** Briefly explain the core difference between universal moral truths and culturally-dependent ethics.
- **g)** Define ethical leadership in the context of ethical and value-based leadership.
- **h)** Explain the 'Environmental Threat and Opportunity Profile' and its primary purpose in environmental scanning.
- **i)** Based on the "Greening Management" concept, define a company's responsibility for a product's environmental impact throughout its life cycle.
- **j)** In the context of India's recent trade liberalization, what characterizes the shift from a closed to an open economy?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) **(6 x 8)**

- **a)** Discuss why technical skills alone are insufficient for a manager. State the role of value education in holistic development. Explain how education-sanskar facilitates the transformation from "Animal Consciousness" to "Human Consciousness."
- **b)** What are the two realities to explore while exploring harmony in the human being? How can one distinguish between them based on their needs? Describe the relationship between the 'Self' (I) and the 'Body.' Explain how Self-regulation (Sanyam) leads to Health (Swasthya).
- **c)** Identify and explain the four orders in nature. Discuss the "Mutual Fulfillment" (interconnectedness) existing between them. Why is the human order, by and large, not mutually fulfilling for any of the four orders? Is your natural acceptance to be fulfilling for all four orders? What does a human being need to do to be mutually fulfilling for each of the four orders?

d) Based on the UHV framework, explain why 'Trust' is the foundation of any relationship. Why is it essential for establishing a successful business model? Distinguish between 'Intention' and 'Competence' with a suitable example.

e) Explain Kohlberg's three levels of moral reasoning. Discuss how a manager at the "post-conventional" level might handle a directive from their superior that is legal but socially harmful.

f) Discuss three major ethical challenges in either Human Resource Management (e.g., algorithmic bias in hiring) or Finance (e.g., creative accounting).

g) Describe Kohlberg's stages of moral development and their relevance in understanding ethical behavior in organizations.

h) Analyze how individual factors (personal values) and organizational factors (corporate culture) interact to influence a manager's decision-making process.

i) Distinguish between the internal and external factors of the business environment. Provide examples of how "non-economic" factors (Socio-cultural or Political) influence corporate strategy.

j) Discuss the World Business Council for Sustainable Development (WBCSD) and analyze at least five of its "Ten Messages for Business" regarding sustainability.

k) Identify the primary causes of industrial pollution. Suggest four strategic control measures a corporation can adopt to achieve "Greening Management."

l) Explain how adopting green policies can provide a firm with a "Competitive Advantage" over rivals.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 **Case Study Analysis:** UHV in Business Application: **(16)**

Scenario: A company is facing a crisis where employees are demotivated and there is a high turnover rate. The management only focuses on "Profitability" (Physical Facilities) and ignores "Relationships" (Values).

Task: As a manager trained in UHV, apply the 9 Values in Relationship to propose a strategy for creating a "Harmony-based Workplace" with a holistic viewpoint. Explain how this will lead to both "Mutual Happiness" and "Mutual Prosperity".

Q4 Suppose you are a senior manager facing a choice between meeting quarterly profit targets and disclosing a minor but potentially controversial product defect. Outline a step-by-step ethical decision-making model to resolve this dilemma. **(16)**

Q5 Explain the concept of "Harmony in Nature/Existence" as proposed in Universal Human Values (UHV). Discuss the four orders of nature and critically analyze the role of human beings in ensuring mutual fulfillment among these orders. Illustrate how this understanding can guide environmentally responsible sustainable business practices. **(16)**

Q6 **Case Study Analysis:** **(16)**

- **Scenario:** A manufacturing firm in Odisha is faced with the choice of expanding its plant into a high-biodiversity zone to meet "Recent Economic" growth targets.
- **Task:** Conduct a SWOT Analysis for this expansion. Using K.S. Thakur's principles of "Environmental Audit" and "Sustainable Development," argue whether the firm should proceed, and propose a "Green Management" plan to mitigate environmental degradation.

Registration No.:

Total Number of Pages: 02 **Course: MBA**

Sub_Code: MBEV1004

1st Semester Regular/Back Examination: 2025-26
SUBJECT: ENTREPRENEURSHIP AND LEGAL ENVIRONMENT
BRANCH(S): BA, FM, FM, FM&HRM, GM, HCHM, HRM, IB, ISEM, LSCM, MBA, MBA, MBA (A & M), MBA (M & F), MM, RM
Time: 3 Hours
Max Marks: 100
Q.Code: U642
Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

a) What is IBC?
b) Define scalability in a startup.
c) When will a contract be valid without consideration?
d) What is Udyam registration?
e) What do you mean by caveat venditor?
f) What do you mean by contingent contract?
g) What does corporate veil do?
h) Can a minor ratify a contract on attaining majority?
i) What is competency mapping?
j) Who has the right to discharge a contract in anticipatory breach of contract?

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

a) ‘Meetings are the means, while resolutions are the ends of corporate decision-making’. Explain
b) Explain the knockout agreements under the Sales of Goods Act., 1930.
c) What are the various objectives of Start-up Odisha policy?
d) A contract is voidable if consent is not free-Explain with suitable examples.
e) What is freemium business model in startups? Explain its features.
f) All agreements are not contracts, but all contracts are agreements. Explain.
g) Mention six differences between sale and agreement to sale.
h) What do you understand by quasi contract? State its essential features.
i) What are the several modes of winding up of a company?
j) Mention six differences between an entrepreneur and a manager.
k) What is the Doctrine of Ultra Vires? Explain in detail.
l) Explain three differences between void agreement and void contract.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3	What is meant by industrial sickness? Explain its main causes and discuss the remedial measures to prevent industrial sickness.	**(16)**
Q4	Define a startup. Explain the roles of incubators, mentors, and accelerators in startups with examples of successful and failed startups.	**(16)**
Q5	Define a contract under the Indian Contract Act, 1872. Discuss the essential elements of a valid contract.	**(16)**
Q6	'Winding up is the final stage in the life of a company'. Explain its types, procedures, and effects under the Companies Act, 2013.	**(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 02

Course: MBA
Sub Code: MBEV1005

1st Semester Regular/Back Examination: 2025-26
SUBJECT: Management Lessons from Ancient India
BRANCH(S): BA, FM, FM&HRM, GM, HCHM, HRM, IB, ISEM, LSCM, MBA, MBA(A&M), MBA (M&F) MM, RM
Time: 3 Hours
Max Marks: 100
Q.Code: U683
Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

- **a)** Define Dharma as you understand.
- **b)** What is the central principle of Jainism?
- **c)** Who founded Buddhism and when?
- **d)** Why Ram Chandra is also known as Maryada Purush?
- **e)** How does Yoga contribute to the Indian Knowledge System?
- **f)** What is the Indian Knowledge System (IKS)?
- **g)** Mention any two management lessons derived from the Ramayana.
- **h)** State two key teachings of the Bhagavad Gita relevant to modern management.
- **i)** What leadership qualities did Krishna exhibit during the Kurukshetra War?
- **j)** Differentiate between Karma Yoga and Karma Sannyasa.

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

- **a)** What are the different dimensions of Indian Knowledge system? Elaborate.
- **b)** What is the learning from Vedanta? Is it relevant in today's context?
- **c)** Elaborate the Saptanga theory as discussed in Artha Shastra.
- **d)** What lessons does the Bhagavad Gita provide about decision-making in management? Explain.
- **e)** What leadership lessons can be learned from Lord Krishna's role in the Mahabharata?
- **f)** What were the four noble truth of Buddhism?
- **g)** What is the Pancha Mahabratas of Jainism? Elaborate this as you understand.
- **h)** Briefly state principle of good Governance and administration from Mahabharata.
- **i)** According to you, Does Bhagwat Gita provide the learning for entire world? If you agree, what are the take away of Bhagwat Gita?
- **j)** According to Jainism, which qualities should a leader possess to be successful?

k) Assume you are managing a diverse organization. How would you apply Rama's ethical and empathetic leadership principles to ensure inclusiveness and harmony?

l) You are facing an organizational conflict between two departments. How can the Bhagavad Gita's principle of detached action (Nishkama Karma) be applied to resolve the issue?

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 What were the unique aspects of Sri Ramachandra's Leadership? Can it be applied in managing complex scenario of 21^{st} century Organization? What is your view? **(16)**

Q4 What are the major learnings from Vedanta? Critically examine their relevance in today's managerial and organizational context. **(16)**

Q5 Discuss the evolution of Indian management thought and examine its relevance in contemporary organizational practices. **(16)**

Q6 Analyze the role of ethics and morality in decision-making with suitable examples from the Bhagavad Gita. **(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 02 **Course: IMBA**
Sub_Code: MBPC1001

1st Semester Regular/Back Examination: 2025-26
SUBJECT: Management Principles & Organizational Behaviour (MPOB)
BRANCH(S): BA, FM, FM&HRM, GM, HCHM, HRM, IB, ISEM, LSCM, MBA, MBA(A&M), MBA (M&F) MM, RM
Time: 3 Hours
Max Marks: 100
Q.Code: U575
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

a) Identify the essential skills of management in the present context.
b) What are the different levels of management?
c) How does management differ from administration?
d) Management is both science and art. Justify the statement.
e) What is the difference between unity of command and unity of direction.
f) What is the bottom of pyramid concept as per C. K. Prahalad?
g) Define organizational behavior in your own words.
h) Outline the differences between values and attitude.
i) What do you mean by organizational culture? How is it different from climate?
j) Differentiate between proactive and reactive change.

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

a) Explain the contribution of Peter Drucker in revolutionized the school of management.
b) How will you apply various managerial functions to make your organization cope with the digital transformation?
c) Discuss how emotional intelligence helps employees to work in high pressure situation.
d) Compare and contrast Maslow theory, Herzberg's theory and McClelland Theory of motivation.
e) Explain the importance of interpersonal relations in the cross functional team in the workplace.
f) Discuss the types of groups. Also Explain the stages of group formation taking a suitable example.
g) How to effectively execute the decision-making process?
h) How attitude is related to behavior?

i) Though conflict is inevitable but the ability to skillful resolve the conflict is important. Comment.

j) Why does organizations undergo change? Discuss the types of change.

k) Give your opinion on how women leadership is essential for the inclusive and sustainable development of India.

l) How does learning organization play a crucial role in organizational success?

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3	How does various OB frameworks help to effectively understand the behavior in the organization?	**(16)**
Q4	What are the factors contributing towards creating and sustaining an organization under the dynamic scenario? Share at least one such sustained organization.	**(16)**
Q5	Discuss various conflict management strategies and their applicability in workplace scenarios.	**(16)**
Q6	How does the concept of leadership grid by Blake and Mouton will be beneficial to develop the leadership ability of the managers?	**(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 02

Course: MBA
Sub Code: MBPC1002

1st Semester Regular/Back Examination: 2025-26
SUBJECT: MARKETING MANAGEMENT
BRANCH(S): BA, FM, FM, FM&HRM, GM, HCHM, HRM, IB, ISEM, LSCM, MBA, MBA, MBA (A & M), MBA (M & F), MM, RM
Time: 3 Hours
Max Marks: 100
Q.Code: U530
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions: **(2 x 10)**

a) What is the full form of STP and explain its importance?
b) What is e-tailing?
c) What is level 1 channel?
d) What is planned obsolescence?
e) What is targeting in marketing?
f) Explain the stages of a product life cycle.
g) What does the 80:20 rule state?
h) What is the starting point of the marketing process?
i) What do you mean by price lining?
j) What is green marketing?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) **(6 x 8)**

a) Explain mega marketing? Explain the various components of mega marketing.
b) Explain the six differences between micro and macro environment.
c) How does socio-cultural change influence marketing strategies? Explain.
d) How does environmental analysis help in identifying opportunities and threats?
e) Explain the six differences between consumer buying behaviour and organizational buying behaviour.
f) Explain the concept of propaganda and discuss its types with examples.
g) Explain the six differences between marketing and selling.
h) Explain the role of digital marketing in contemporary marketing.
i) What do you mean by product line extension? Explain.
j) How do marketers create value for a product or service? Explain.
k) What do you mean by niche marketing? Explain in detail.
l) How do you make competitor analysis? Explain why is it important.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3	**a)**	Define marketing channels and explain their importance in modern marketing.	**(8)**
	b)	What is channel conflict? Discuss the different types of channel conflict with examples.	**(8)**
Q4	**a)**	What are the pre-requisites for a good marketing plan? Discuss the planning process in detail.	**(8)**
	b)	What is objective of pricing? Explain at least three methods of pricing with their explanations.	**(8)**
Q5		What do you understand by promotion mix? Design a promotion mix for a tractor intended for the agricultural market.	**(16)**
Q6		Explain the concept of marketing communications and discuss its role in influencing consumer behaviour. Illustrate your answer with examples from FMCG or technology sectors.	**(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 03 **Course: MBA**

Sub_Code: MBPC1003

1st Semester Regular/Back Examination: 2025-26
SUBJECT: FINANCIAL ACCOUNTING & ANALYSIS
BRANCH(S): BA, FM, FM&HRM, GM, HCHM, HRM, IB, ISEM, LSCM, MBA, MBA (A&I), MBA (M&F), MM, RM
Time: 3 Hours
Max Marks: 100
Q.Code: U588
Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

a) Accounting is often referred to as the language of business. Briefly justify.
b) Distinguish between internal users and external users of accounting information.
c) State any two uses of accounting.
d) What is meant by the Business Entity Concept AND Materiality convention?
e) Write the accounting equation with imaginary figures.
f) What is a common size financial statement?
g) State the objectives of Cash Flow Statement as per Ind AS-7.
h) What is a subsidiary book? Name them all. What purposes do these books solve?
i) Define debentures, equity share capital and Preference share capital.
j) What is meant by shares? When do the companies resort to issue different forms of equity shares such as issue of shares at par, at premium, and at discount?

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

a) Explain the need for accounting standards in India. Discuss briefly the role of Ind AS in improving financial reporting quality.
b) Describe the accounting cycle with the help of a neat diagram. How does it ensure reliability of financial statements?
c) What is buy-back of shares? Discuss its objectives and impact on:
I) Earnings per Share
II) Capital Structure
III) Shareholders' wealth
Illustrate with a simple numerical example
d) Explain the structure and contents of Income Statement and Balance Sheet of a listed company as per Schedule III of the Companies Act, 2013.
e) Explain Comparative Financial Statement Analysis and its usefulness to management.

f) Distinguish between Operating, Investing, and Financing Activities as per Ind AS 7.

g) From the following information, prepare a Comparative Income Statement and analyze the operational efficiency of the firm:

Particulars	**2024 (₹)**	**2025 (₹)**
Net Sales	8,00,000	10,00,000
Cost of Goods Sold	5,00,000	6,20,000
Operating Expenses	1,50,000	1,80,000

h) The Balance Sheet of XYZ Ltd. shows the following:
- Net Profit before tax ₹ 4,00,000
- Depreciation ₹ 50,000
- Increase in Current Assets ₹ 80,000
- Increase in Current Liabilities ₹ 40,000

Prepare a Cash Flow Statement (Operating Activities only) as per Ind AS-7 using the Indirect Method.

i) From the following Balance Sheet information, calculate:
a) Current Ratio
b) Debt-Equity Ratio
c) Gross Profit Ratio
- Current Assets ₹ 4,00,000
- Current Liabilities ₹ 2,00,000
- Long-term Debt ₹ 3,00,000
- Equity Share Capital ₹ 5,00,000
- Gross Profit ₹ 2,50,000
- Net Sales ₹ 10,00,000

Interpret the results.

j) Briefly explain the presentation of share capital in the Balance Sheet of a company as per Schedule III.

k) What is meant by issue of shares for consideration other than cash? Explain with an example.

l) The following information relates to ABC Ltd. for the year ended 31 March 2025:
- Net Sales: ₹ 12,00,000
- Cost of Goods Sold: ₹ 7,20,000
- Opening Inventory: ₹ 1,40,000
- Closing Inventory: ₹ 1,60,000

Required:
a) Calculate the Inventory Turnover Ratio.
b) Comment briefly on what the ratio indicates about the company's inventory management.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 "Financial statements present historical data, yet managers rely on them for future decisions." Critically evaluate this statement highlighting: **(16)**
- Limitations of accounting
- Role of analysis and interpretation
- Ethical responsibility of accountants

Support your answer with suitable examples.

Q4 Ratio analysis is both a powerful and limited tool for financial decision-making. Critically examine this statement with suitable examples relevant to managerial decisions. **(16)**

Q5 From the following information, prepare: **(16)**

a) Journal Entries
b) Ledger Accounts
c) Trial Balance

- Capital introduced ₹ 6,00,000
- Purchased furniture for cash ₹ 40,000
- Purchased goods on credit ₹ 1,20,000
- Sold goods for cash ₹ 1,80,000
- Paid wages ₹ 25,000
- Outstanding wages ₹ 5,000

Q6 The following information has been extracted from the trial balance and additional notes of XYZ Ltd., a listed company, for the year ended 31 March 2025: **(16)**

(A) Trial Balance Extracts (₹ in lakhs**)**

- Equity Share Capital: 500
- Securities Premium: 80
- Revenue from Operations: 1,200
- Cost of Materials Consumed: 620
- Employee Benefit Expenses: 180
- Other Operating Expenses: 120
- Finance Cost: 40
- Depreciation and Amortisation: 60
- Trade Receivables: 220
- Cash and Cash Equivalents: 90
- Property, Plant & Equipment: 480
- Trade Payables: 150
- Short-term Borrowings: 100

(B) Additional Information:

1. Closing Inventory amounted to ₹ 140 lakhs.
2. Current tax provision for the year is ₹ 50 lakhs.
3. No dividend has been declared during the year.

You are Required to

a) Prepare the Income Statement of XYZ Ltd. for the year ended 31 March 2025 in accordance with Schedule III of the Companies Act, 2013.
b) Prepare the Balance She**et** of the company as on 31 March 2025.
c) Briefly comment on the financial performance and position of the company from a managerial perspective.

(Suitable assumptions may be made wherever necessary and should be clearly stated.)

Registration No.: | | | | | | | | | | |

Total Number of Pages: 03 **Course: MBA**
Sub_Code: MBQT1001

1st Semester Regular/Back Examination: 2025-26
SUBJECT: Quantitative Techniques
BRANCH(S): BA, FM, FM, FM&HRM, GM, HCHM, HRM, IB, ISEM, LSCM, MBA, MBA, MBA (A & M), MBA (M & F), MM, RM
Time: 3 Hours
Max Marks: 100
Q.Code: U542
Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

- **a)** What is the full form of VAM and explain its uses?
- **b)** Why are slack and surplus variables important in the Simplex method?
- **c)** What is meant by dominance?
- **d)** What is the effect of tied ranks on rank correlation?
- **e)** Mention one managerial application of LPP.
- **f)** What is a steady-state probability?
- **g)** What happens to regression lines when correlation is zero?
- **h)** How does uncertainty affect strategic decision-making in organizations?
- **i)** Why is the study of queue behavior important for managers?
- **j)** Why is a Markov chain called a memoryless process?

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

- **a)** One card is drawn from a pack of 52 cards. What is the probability that card drawn is an ace?
- **b)** The mean and standard deviation of a distribution are 60 and 8 respectively. Find the coefficient of variation.
- **c)** Calculate arithmetic means:

Class Interval	0-10	10-20	20-30	30-40
Frequency	6	10	15	12

- **d)** Find the rank correlation coefficient and interpret it:

Students	M	N	O	P	Q
Marks in Maths	75	69	85	74	65
Marks in Statistics	73	66	83	77	60

- **e)** What do you mean by assignment problem? Give its mathematical formulation.
- **f)** The correlation coefficient between marks in two subjects is 0.3 based on a sample of 100 students. Calculate the standard error and interpret the result.

g) What is probability that two people are born on the same day (ignoring date).

h) Maximize profit by assigning 3 machines to 3 jobs:

	Job 1	Job 2	Job 3
Machine-1	12	4	8
Machine-2	8	6	7
Machine-3	5	9	5

Convert it to a maximization problem and solve using Hungarian method.

i) Discuss the different types of queue behavior with examples.

j) Calculate regression coefficients for the following frequency distribution:

X	12	12	15	18
Y	18	22	32	36
F	3	6	5	2

Compute b_{yx} and b_{xy} using step-by-step methods.

k) Calculate the standard deviation:

Class Interval	0–10	10–20	20–30	30–40	40–50
Frequency	6	9	14	4	8

l) Calculate the coefficient of variation when: Mean = 50, Standard Deviation = 5

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 The Dilkhus Manufacturing Company has a current transportation schedule which is being questioned by the top management as to whether it is optimal. Find an optimal schedule. **(16)**

Warehouses	Factory-A	Factory-B	Factory-A	Warehouse requirements
1	50	40	80	400
2	80	70	40	400
3	60	70	60	500
4	60	60	60	400
5	30	50	40	800
Factory availability	800	600	1100	2500

Q4 Two leading manufacturers, firm A and B, of a detergent powder are planning to make fund allocations for advertising their product. The matrix given below shows the percentage of market share of firm A for its various advertising policies. **(16)**

	No advertising	Medium advertising	Large advertising
No advertising	60	50	40
Medium advertising	70	55	45
Large advertising	80	60	50

Determine the optimal strategies for firm A.

Q5 Solve the following linear programming problem by means of the simplex procedure: **(16)**

Maximize

subject to

$Z = x_2 - 3x_3 + 2x_5$

$x_1 + 3x_2 - x_3 + 2x_5 = 7$

$-2x_2 + 4x_3 + x_4 = 12$

$-4x_2 + 3x_3 + 8x_5 + x_6 = 10$

$X_j \geq 0$, $j = 1, 2 \ldots 6$.

Q6 Find the assignment of men to jobs that will minimize the total time taken in minutes and is given in the following matrix. **(16)**

Workers	**Jobs**			
	A	**B**	**C**	**D**
1	45	40	51	67
2	55	40	61	53
3	49	52	48	64
4	41	45	60	55