



**K26P 0002**

Reg. No. : .....

Name : .....

**First Semester M.B.A. Degree (C.B.C.S.S. – O.B.E. – Regular/Supplementary/  
Improvement) Examination, October 2025  
(2023 Admission Onwards)  
MBMBA01C02 : ECONOMICS FOR MANAGERS**

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **any five** questions. **Each** question carries **4** marks.

**(5×4=20)**

1. Explain the nature and scope of managerial economics.
2. Define market demand and list its determinants.
3. What is demand forecasting ? Why is it important for managers ?
4. Distinguish between fixed cost and variable cost.
5. Define monopoly.
6. What is price discrimination ?

SECTION – B

Answer **any three** questions. **Each** question carries **8** marks.

**(3×8=24)**

7. Explain the circular flow of economic activity with a neat diagram.
8. Discuss the law of diminishing returns and its relevance to business decisions.
9. Explain Baumol's sales maximization model.
10. Explain demand elasticity. Discuss the factors affecting price elasticity of demand.
11. Analyse pricing under monopolistic competition.

P.T.O.



## SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

**(3×12=36)**

12. Examine economies and diseconomies of scale and their impact on firm size.
  13. Analyse long-run equilibrium of a firm under perfect competition.
  14. Discuss the methods of demand forecasting used in managerial decision-making.
  15. A firm has fixed costs of ₹ 1,00,000. Variable cost per unit is ₹ 50 and selling price per unit is ₹ 120.
    - a) Calculate total cost and total revenue for 5000 units
    - b) Find profit or loss
    - c) Calculate break-even point
    - d) If variable cost falls by ₹ 10 per unit, compute the new profit.
  16. Explain the managerial role of demand analysis in business decision-making. Discuss how demand estimation and demand forecasting assist managers in planning production, pricing and capacity decisions.
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**First Semester M.B.A. Degree (C.B.C.S.S. – OBE – Regular/Supplementary/  
Improvement) Examination, October 2025  
(2023 Admission Onwards)  
MBMBA01C04 : ACCOUNTING FOR MANAGERS**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any five** questions. **Each** question carries **4** marks. **(5×4=20)**

1. State any three limitations of management accounting.
2. What is cost sheet ?
3. Explain the money measurement concept.
4. What is common size statement ?
5. State the objectives of providing depreciation.
6. Explain capital structure.

**SECTION – B**

Answer **any three** questions. **Each** question carries **8** marks. **(3×8=24)**

7. X Ltd., has imported a machinery on 1<sup>st</sup> October 2014 for Rs. 1,28,000, paid customs duty and freight Rs. 64,000 and incurred erection charges Rs. 48,000. Another local machinery costing Rs. 80,000 was purchased on 1<sup>st</sup> April 2015. On 1<sup>st</sup> October, 2016 a portion of the imported machinery (value one third) got out of order and was sold for Rs. 27,840. Another machinery was purchased to replace the same for Rs. 40,000. Depreciation to be provided at 20% p.a. on original cost on 31<sup>st</sup> December each year. Show Machinery A/c for three years.
8. Explain different forms of business ownership.
9. Discuss elements and classification of cost in detail.

P.T.O.

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10. Journalise the following transactions in the books of Safe Wheels Travels.

1<sup>st</sup> April 2010 Safe Wheels started a business with cash Rs. 10,000

2<sup>nd</sup> April 2010 Paid to Bank Rs. 8,000

3<sup>rd</sup> April 2010 Brought goods for cash Rs. 500

4<sup>th</sup> April 2010 Draw cash from bank for office use Rs. 100

13<sup>th</sup> April 2010 Sold to Krishna goods on credit Rs.150

20<sup>th</sup> April 2010 Bought of Shyam goods on credit Rs. 225

24<sup>th</sup> April 2010 Received from Krishna Rs.145

26<sup>th</sup> April 2010 Cash sales for the month Rs. 800

31<sup>st</sup> April 2010 Paid rent Rs. 200 and Paid to Shyam Rs. 200.

11. The following information was obtained from a company in a certain year.

Sales Rs. 1,00,000

Variable cost Rs. 60,000

Fixed cost Rs. 30,000

Find the P/V Ratio, break-even point and margin of safety.

SECTION – C

Answer **any 3** questions. **Each** question carries **12** marks.

(3×12=36)

12. The budgeted results of X Ltd. include the following.

	Sales Amount (in lakhs)	Variable Costs (as % of sales value)
A	5.00	60%
B	4.00	50%
C	8.00	65%
D	3.00	80%
E	6.00	75%
	<u>26.00</u>	<u>65.77%</u>

Fixed costs for the period are Rs. 9 lakhs.

You are required to :

- Produce a statement showing the amount of loss expected.
- Recommend a change in sales volume of each product which will eliminate the expected loss assuming that sale of only one product can be increased at a time.
- Recommend a change in sales mix as in ii) above to earn a profit of Rs. 50,000.



13. From the following information relating to M/s Orion Manufacturing Ltd. for the year ended 31 March 2024, prepare a Cost Sheet.

Particulars	Amount (Rs.)
Opening stock of raw materials	80,000
Purchases of raw materials	4,50,000
Closing stock of raw materials	90,000
Direct wages	2,10,000
Factory rent	60,000
Power and fuel	45,000
Indirect wages	55,000
Factory insurance	20,000
Office salaries	1,10,000
Office expenses	50,000
Selling expenses	70,000
Distribution expenses	40,000
Units produced	15,000
Units sold	14,000

14. The Beta Manufacturing Company Ltd. was registered with a nominal capital of Rs. 6,00,000 in Equity shares of Rs. 10 each. The following is the list of balances extracted from its books on 31<sup>st</sup> December 2023.

Particulars	Amount (Rs.)
Calls in arrears	7,500
Premises	3,00,000
Plant and Machinery	3,30,000
Interim Dividend on 1-8-2023	37,500
Stock on 01-01-2023	75,000
Fixtures	7,200
Sundry debtors	87,000
Goodwill	25,000
Cash in hand	750
Cash at Bank	39,900
Purchases	1,85,000
Preliminary Expenses	8,000
Wages	84,865

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General Expenses	16,835
Freight and Carriage	13,115
Salaries	14,500
Directors Fees	5,725
Bad Debts	2,110
Debenture interest paid	9,000
Subscribed and fully called up capital	4,00,000
6% Debentures	3,00,000
Profit and Loss a/c (Cr.)	14,500
Bills payable	38,000
Sundry Creditors	50,000
Sales	4,15,000
General Reserve	25,000
Bad debts reserve 1-1-2023	3,500

Prepare Trading account, Profit and Loss account, Profit and Loss appropriation account and Balance Sheet of the Company in proper form after making the following adjustments :

- a) Depreciate Plant and Machinery by 10%
- b) Write off Rs. 500 from preliminary expenses
- c) Provide half year's debenture interest due
- d) Leave bad and doubtful debts reserve at 5% on Sundry Debtors.

15. Explain the emerging issues in accounting.

16. A firm purchased on 1<sup>st</sup> January 2008 certain machinery for Rs. 58,200 and spent Rs. 1,800 on its erection. On 1<sup>st</sup> July, 2008 additional machinery costing Rs. 20,000 was purchased. On 1<sup>st</sup> July 2010 the machinery purchased on 1<sup>st</sup> January 2008 having become obsolete was auctioned for Rs. 28,600 and on the same date fresh machinery was purchased at accost of Rs. 40,000.

Depreciation was provided annually on 31<sup>st</sup> December at the rate of 10% on written down value. In 2011, however the firm changed this method of providing depreciation an adopted the method of providing 5% per annum depreciation on the original cost of machinery. Give the machinery account as it would stand at the end of each year from 2008-2010.



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**First Semester M.B.A. Degree (C.B.C.S.S. – O.B.E. – Regular/Supplementary/  
Improvement) Examination, October 2025  
(2023 Admission Onwards)  
MBMBA01C03 : COMMUNICATION FOR MANAGERS**

Time : 3 Hours

Max. Marks : 80

**PART – A**

Answer **any five** questions. **Each** question carries **4** marks.

1. Describe the differences between formal and informal communication.
2. Explain any four barriers to effective communication with suitable examples.
3. What are the do's and don'ts in an interview ?
4. Write a short note on Memoranda.
5. List the benefits in conducting a group discussion.
6. What are the causes of poor organizational communication ? **(5×4=20)**

**PART – B**

Answer **any three** questions. **Each** question carries **8** marks.

7. Explain the procedure for preparing an Agenda.
8. Discuss about various methods and media of communications.
9. Explain the key principles of effective leadership communication. Discuss how each principle helps a leader to influence and motivate the team.
10. What is a group discussion ? Explain its importance in the selection process.
11. What is a resume ? Explain its importance in the job application process. **(3×8=24)**

P.T.O.

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PART – C

Answer **any three** questions. **Each** question carries **12** marks.

12. Explain why communication is considered the lifeline of an organization. Discuss its role in coordination, decision-making and employee motivation.
  13. Discuss how communication skills contribute to leadership effectiveness. What are the verbal and non-verbal strategies used by leaders ?
  14. Discuss the role of communication in the development of human civilization and culture.
  15. Discuss the various kinds of letters and explain their importance in professional communication.
  16. Explain about various kinds of reports and what are the steps involved in a report writing.  
**(3×12=36)**
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K26P 0005

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**First Semester M.B.A. Degree (C.B.C.S.S. – OBE – Regular/Supplementary/  
Improvement) Examination, October 2025  
(2023 Admission Onwards)**

**MBMBA01C05 : INDIAN BUSINESS ENVIRONMENT**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any five** questions. **Each** question carries **4** marks : **(5×4=20)**

1. Explain the significance of the service sector in the Indian economy.
2. What are the four elements of the social environment that influence business activities ?
3. Explain the role of regulatory institutions and political governance in ensuring a stable business environment.
4. Explain the role of the WTO's dispute settlement mechanism and its significance for developing countries like India.
5. Explain the impact of Environmental Impact Assessment (EIA) regulations on ease of doing business versus environmental protection in India.
6. Explain the meaning of trade blocs. How do they influence market access and competitiveness of Indian firms ?

**P.T.O.**

K26P 0005



SECTION – B

Answer **any three** questions. **Each** question carries **8** marks : **(3×8=24)**

7. Evaluate the role of NITI Aayog in promoting cooperative and competitive federalism in India.
8. "The Industrial Revolution laid the foundation for globalization". Explain.
9. Explain the challenges faced by the National Green Tribunal (NGT) in enforcing environmental laws in India.
10. How does SEBI regulate primary and secondary capital markets in India ?
11. Analyse the relationship between business ethics and corporate governance in India.

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks : **(3×12=36)**

12. Examine the compensation, rehabilitation and resettlement provisions under the LARR Act, 2013. Evaluate their implications for businesses and investors in India.
  13. "SEBI enhances investor confidence in the Indian financial system". Explain.
  14. "ASEAN plays a crucial role in integrating developing economies into the global economy". Elaborate.
  15. Explain the role of monetary policy in controlling inflation and promoting economic growth in India.
  16. Critically analyse the economic reforms have transformed the nature of India's mixed economy.
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**First Semester M.B.A. Degree (C.B.C.S.S. – OBE – Regular/Supplementary/  
Improvement) Examination, October 2025  
(2023 Admission Onwards)  
MBMBA01C06 : QUANTITATIVE TECHNIQUES FOR MANAGEMENT**

Time : 3 Hours

Max. Marks : 80

**SECTION – A**

Answer **any five** in this Section. **Each** question carries **4** marks : **(5×4=20)**

1. Define Kurtosis. Briefly describe leptokurtic, mesokurtic and platykurtic distributions.
2. Explain the term mathematical model. Why are models important in quantitative analysis ?
3. Define standard deviation. Why is it called the best measure of dispersion ?
4. Distinguish between parametric and non-parametric tests.
5. Define confidence interval. What is meant by confidence level ?
6. Distinguish between Management Information System (MIS) and Decision Support System (DSS).

**SECTION – B**

Answer **any three** questions. **Each** question carries **8** marks : **(3×8=24)**

7. The mean and standard deviation of two series are given below.

Series	Mean	Standard Deviation
A	60	8
B	75	12

Calculate the Coefficient of Variation for both series and state which series is more consistent.

P.T.O.

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8. Explain the meaning of Quantitative Techniques. Discuss its importance in business and management with suitable examples.
9. Calculate Karl Pearson's coefficient of correlation from the following data.

X	10	12	14	16	18
Y	20	24	28	30	35

Interpret the result.

10. Explain the characteristics and advantages of Decision Support Systems in business organizations.
11. The weights of packages handled by a courier company follow a normal distribution with a mean of 20 kg and a standard deviation of 2 kg.  
Find the probability that a randomly selected package weigh.
- a) Less than 18 kg
  - b) Between 19 kg and 23 kg.

SECTION – C

Answer **any three** questions. **Each** question carries **12** marks : **(3×12=36)**

12. The following table shows the weekly wages (₹) of workers in a factory.

Wages (₹)	Number of Workers
100-200	8
200-300	12
300-400	20
400-500	15
500-600	5

**Calculate :**

- a)  $Q_1$  and  $Q_3$
- b) Quartile Deviation
- c) Coefficient of Quartile Deviation.



13. A production manager wants to compare the efficiency of four machines. The output (units per hour) is recorded as follows.

Machine A	Machine B	Machine C	Machine D
45	50	48	52
47	49	50	53
46	51	49	54

Using One-Way ANOVA, test at 5% level of significance whether the mean outputs differ among the machines.

14. The following table shows the number of accidents during different shifts.

Shift	Morning	Afternoon	Night
Accidents	20	35	45

Test whether accidents are independent of shifts using the Chi-square test.

15. Discuss the principles of effective data visualization and explain how poor visualization can lead to wrong decisions.
16. The regression equation of Y on X is given as  $Y = 5 + 2X$ . Estimate the value of Y when  $X = 10$  and explain the meaning of the regression coefficient.

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SECTION – C

Answer **any three** questions. **Each** question carries **12** marks.

12. Bring out the myths of business ethics and clearly distinguish between ethics and morality.
  13. Explain the concept of an ethical dilemma. Discuss the steps involved in ethical decision-making with suitable examples.
  14. Explain work ethics and work culture. Discuss how ethical values shape organizational culture.
  15. Discuss the major ethical theories and explain their relevance to managerial decision making.
  16. Discuss the emerging trends in Corporate Governance. Highlight how digitalization and sustainability are reshaping governance frameworks. **(3×12=36)**
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**K26P 0001**

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**First Semester M.B.A. Degree (C.B.C.S.S. – OBE – Regular/Supplementary/  
Improvement) Examination, October 2025  
(2023 Admission Onwards)**

**MBMBA01C01 : MANAGEMENT THEORY AND PRACTICE**

Time : 3 Hours

Max. Marks : 80

**PART – A**

Answer **any five** questions. **Each** question carries **4** marks.

1. What are the characteristics of Management ?
2. List out the merits and limitations of Management By Objectives (MBO) as a control technique.
3. Define delegation of authority. Explain its importance in management.
4. Discuss the factors determining span of control in an organization.
5. Define training and development. Distinguish between these two.
6. Explain the role of staffing in achieving organizational goals. **(5×4=20)**

**PART – B**

Answer **any three** questions. **Each** question carries **8** marks.

7. Define centralization and decentralization. Discuss the advantages and disadvantages of each in organizational management.
8. Explain the steps involved in the decision-making process.
9. Examine the relationship between leadership and organizational culture. How can effective leadership influence employee motivation, performance and ethical behaviour ?
10. Describe the control process and analyze its role in achieving organizational objectives.
11. Discuss the sources of recruitment. Distinguish between internal and external sources. **(3×8=24)**

P.T.O.

K26P 0001



## PART – C

Answer **any three** questions. **Each** question carries **12** marks.

12. "Effective performance appraisal requires a fair and unbiased approach". Critically analyse the factors that affect the fairness and effectiveness of performance appraisal.
13. Discuss the contributions of classical management theorists to the development of management thought focusing on the Scientific Management, Administrative Management and Bureaucratic Management.
14. Analyze the challenges organizations face in recruiting and selecting employees in a globalized workforce. Include considerations of culture, labor laws and technology.
15. "Management is the art of getting things done through people"– Mary Parker Follett. Explain the meaning of this statement and how it aligns with the principles of management.
16. Alpha Manufacturing Ltd., a medium-sized company producing industrial tools, experienced rapid growth due to increasing market demand. Previously, the company operated with a flat structure, where all employees reported directly to the CEO. This caused delays in decision-making, confusion over roles and reduced operational efficiency. To address these issues, the company implemented functional departmentation, creating production, sales, finance and human resources departments. Department managers were assigned and roles and responsibilities were clearly defined.

**Questions :**

- a) Identify and explain the key organizational challenges Alpha Manufacturing faced before restructuring.
- b) Discuss how functional departmentation helped streamline operations and improve efficiency.
- c) Analyze the advantages and potential drawbacks of functional departmentation in the context of a medium-sized manufacturing company.
- d) Suggest strategies Alpha Manufacturing can adopt to address employees' concerns about reduced direct access to the CEO while maintaining the benefits of the new structure.

**(3×12=36)**