Reg. No. : ....

Name : ....

First Semester M.B.A. Degree (C.B.C.S.S. – O.B.E. – Regular/
Supplementary/Improvement) Examination, October 2024
(2023 Admission Onwards)
MBMBA01C01 : MANAGEMENT THEORY AND PRACTICE

Time : 3 Hours

Max. Marks : 80

SECTION – A

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

1. Discuss the main features of the systems approach to management.

2. Explain the concept of span of management and its importance in organizational structure.

3. What are the primary functions of management ? Provide a brief explanation of each.

4. What is recruitment ? Briefly discuss its main sources.

5. Define sustainable development and discuss its importance in contemporary management practices.

6. Explain the role of business analytics in enhancing decision-making within modern organizations.

SECTION – B

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

7. Explain the concept of management as a process. How does it differ from management as a function ?

8. Discuss the key techniques utilized in the decision-making process.

9. Evaluate the importance of training and development programs in building a skilled workforce.

10. What is the role of business analytics in decision-making ? Explain.

11. Discuss the importance of leadership and communication in motivating employees and ensuring effective supervision in an organization.

K24P 4512

SECTION – C

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

12. Discuss the evolution of management thoughts, focusing on the contributions of Classical, Neo-classical and Modern Schools of Management.

13. Explain the impact of centralization and decentralization on organizational decision-making and flexibility. Provide examples to support your arguments.

14. Examine the recruitment and selection process in detail and explain how they work together to ensure the right fit for the organization.

15. Discuss the principles and practices of corporate governance and their influence on organizational ethics and accountability.

16. Alpha Manufacturing Ltd., a medium-sized company producing industrial tools, was undergoing rapid expansion due to increased market demand. The company's management realized that its current organizational structure was inefficient in handling the increased workload and customer demands. The company initially operated with a flat structure where all employees reported directly to the CEO, causing delays in decision-making and project execution. To address this, the management decided to implement a more structured organizational framework. They introduced functional departmentation, dividing the company into departments such as production, sales, finance, and human resources. Each department was assigned a manager to oversee its operations and report to the CEO. Additionally, they defined clear roles and responsibilities for employees to minimize confusion and enhance accountability. The restructuring helped streamline operations, improve communication, and reduce project delays. However, some employees expressed concerns about losing their direct access to the CEO and adjusting to the new hierarchy.

Questions :

1) What were the key organizational challenges faced by Alpha Manufacturing Ltd., and how did departmentation address these challenges ?

2) Discuss the advantages and potential drawbacks of implementing functional departmentation in the company.

3) How can Alpha Manufacturing Ltd., address employees concerns about reduced access to the CEO while maintaining the benefits of the new organizational structure ?

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K24P 4524

First Semester M.B.A. Degree (C.B.S.S. – Supplementary)
Examination, October 2024
(2021 – 2022 Admissions Only)
MBA1C06 : MANAGEMENT THEORY AND PRACTICE

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **two** questions in this section. **Each** question carries 13 marks.   (2×13=26)

1. a) "Management is a process consisting of planning, organizing, actuating and controlling, performed to determine and accomplish the objectives by the use of people and resources". Discuss the four management activities mentioned in the above definition. What does the line "to determine and accomplish the objectives by the use of people and resources" indicates ?

    OR

   b) "Planning is the essence of management, it is a management function". Explain. What are the steps involved in planning ?

2. a) Discuss the systems approach to management. How does it differ from contingency approach ?

    OR

   b) "Decision-making is the primary task of a manager". Comment. Describe the various techniques of decision-making.

SECTION – B

Answer **any six** questions in this section. **Each** question carries 1 mark for part (a), 3 marks for part (b) and 5 marks for part (c).

(6×9=54)

3. a) Define management.

   b) Mention any three characteristics of management.

   c) Briefly describe the general principles of management as laid down by Henry Fayol.

4. a) State the purpose of organizing.

   b) Explain the process of management by objectives.

   c) Differentiate between recruitment and selection. Describe the steps involved in the selection process.

P.T.O.

5. a) What is corporate governance ?

   b) What is meant by departmentalization ? List the different types of departmentalization.

   c) Explain Maslow's Need-Hierarchy theory.

6. a) Define performance appraisal.

   b) Explain what do you understand by the concept of social responsibility of businessmen.

   c) Write a short note on need for control.

7. a) Define authority.

   b) What is the difference between authority and power ?

   c) Describe the advantages of a training programme and give an account of the training practices in Indian Industry.

8. a) Define leadership.

   b) Give its characteristics.

   c) What do you understand by informal organization ? How does it differ from a formal organization ?

9. a) What do you understand by "Span of Management" ?

   b) Mention some of the challenges faced by the modern manager.

   c) "Delegation of authority is not loss of power; it is enhancement of power". Examine this statement clearly.

10. a) What is centralization ?

    b) Briefly discuss some of the advantages of decentralization.

    c) Explain the essential steps involved in decision-making.

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First Semester M.B.A. Degree (CBCSS – OBE – Regular/Supplementary/ Improvement) Examination, October 2024
(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. Discuss how the basic principles of managerial economics are applied in decision-making.

2. Define oligopoly and discuss the concept of price rigidity in oligopolistic markets.

3. What role does customer perception play in pricing a new product ? Provide examples.

4. Define the production function and explain its significance in managerial decision-making.

5. What is price elasticity of demand and explain its significance in managerial decision-making ?

6. Discuss the significance of demand forecasting in business and compare two methods of demand forecasting, providing relevant examples.

SECTION – B

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

7. Compare and contrast the managerial theories of the firm proposed by Baumol, Marris and Williamson.

8. Illustrate the Law of Demand with a diagram and discuss its exceptions.

9. Examine the relationship between the laws of returns to scale and the stages of production, explaining their relevance to managerial decisions.

10. Explain the pricing strategies for a new product, highlighting the role of market conditions and consumer behaviour.

11. Analyse the long-run equilibrium of a monopoly. Discuss the monopolist's pricing and output decisions and explain how the firm adjusts to profit maximization over time.

SECTION – C

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

12. Explain the concepts of economies and diseconomies of scale. Discuss the factors that contribute to each and analyse their impact on a firm's cost structure with relevant examples.

13. Analyse the price and output decisions of a monopolistically competitive firm under conditions of supernormal profits. How does the firm's demand curve and cost curve shift in the long run ?

14. Discuss the determinants of demand in detail and analyse how changes in these factors influence individual, market and firm demand with examples.

15. A company manufactures widgets and provides the following cost data :

    Fixed costs : ₹ 1,20,000 per month

    Variable cost per unit : ₹ 40

    Selling price per unit : ₹ 100

    Current output : 8,000 units per month

    a) Calculate the total cost for producing 8,000 units.

    b) Calculate the total revenue from selling 8,000 units.

    c) Determine the profit or loss of the company will make at the current output level.

    d) The company plans to implement a cost reduction strategy that would decrease variable costs by ₹ 5 per unit. Calculate the new profit or loss at the current output level (after the cost reduction).

    e) If the company wants to break even (no profit, no loss), how many units must it produce and sell at the current selling price ? Show your calculation.

16. What is elasticity of demand ? Discuss its types and their significance in managerial decision-making.

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First Semester M.B.A. Degree (C.B.S.S. – Supplementary)
Examination, October 2024
(2021 – 2022 Admissions Only)
MBA1C01 : ECONOMICS FOR MANAGERS

Time : 3 Hours

Max. Marks : 80

SECTION – A

Answer **two** questions in this Section. **Each** question carries **13** marks :

1. a) Assume a person employs the fixed input K as five machine tools, the variable input is labour L, can be combined with the fixed input to produce different levels of output and the output is a metal part in production process with the following figures :

Number of Labour	Total Product	Marginal Product	Average Product
1	2		
2	6		
3	12		
4	16		
5	18		
6	18		
7	14		
8	8		

   i) Calculate the marginal product and average product.

   ii) Plot the graph and show different stages of production using above mentioned figures.

   iii) In your opinion which stage is best for entrepreneur ?

   OR

   b) Why a profit-maximising producer would produce in stage-II and not in stage-I or III ? Explain.

P.T.O.

K24P 4519

2. a) Discuss the application of concept of elasticity of demand in managerial decisions.

OR

b) Explain various factors influencing elasticity of demand in business. **(2×13=26)**

SECTION – B

Answer **any six** questions in this Section. **Each** question carries **1** mark for Part (a), **3** for Part (b) and **5** for Part (c).

3. a) Define Managerial Economics.

   b) Discuss the scope of Managerial Economics in brief.

   c) Write down the fields where Managerial Economics is used.

4. a) What do you mean by demand ?

   b) Elaborate the demand schedule.

   c) Explain the law of demand using suitable examples.

5. a) Enumerate different factors affecting elasticity of demand.

   b) What do you mean by price elasticity of demand ?

   c) Demand forecasting helps managers and business firms in mitigating risk. Comment.

6. a) What is a production function ?

   b) Explain short run production function.

   c) Distinguish between Technical Efficiency and Economic Efficiency.

7. a) Define variable cost.

   b) State some reasons to achieve economics of scale.

   c) Explain long run average cost curve.

8. a) Define economies of scale.

   b) What are the advantages of cost control ?

   c) Discuss the managerial importance of opportunity cost.

9. a) What do you mean by market structure ?

   b) Discuss the assumptions behind a perfectly competitive market.

   c) Enumerate different forms of markets and the basis for their distinction.

10. a) Define Business Firm.

    b) What is agency cost ?

    c) Outline the difference between Baumol's model of sales revenue maximisation and Marris model of managerial enterprise.

    (6×9=54)

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Reg. No. : ....

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First Semester M.B.A. Degree (C.B.C.S.S. – OBE – Regular/
Supplementary/Improvement) Examination, October 2024
(2023 Admission Onwards)
MBMBA01C03 : COMMUNICATION FOR MANAGERS

Time : 3 Hours   Max. Marks : 80

SECTION – A

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

1. State any four barriers to effective communication.

2. Mention any four barriers to effective public speaking.

3. Define public speaking and its importance for managers.

4. What are the essential components of minutes of a meeting ?

5. Explain the key components of an effective resume.

6. What are the steps involved in planning an effective meeting ?   (5×4=20)

SECTION – B

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

7. How do managers ensure the effective use of communication methods and media in a multicultural workplace ?

8. How do you ensure your body language aligns with your verbal messages ?

9. Explain the role of effective written communication in decision-making processes within an organization.

10. Write a short memo from a manager to employees announcing a staff meeting on a new company policy.

11. Describe the process of writing minutes of a meeting. What should be included, and what should be avoided ?   (3×8=24)

P.T.O.

K24P 4514

SECTION – C

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

12. Explain the significance of verbal and non-verbal communication in public speaking, with examples.

13. How do you handle a situation where a candidate is not answering your question directly ? What techniques can be used to redirect the conversation ?

14. As a manager, how would you address a situation where there is a lack of engagement or interest from the group during a discussion ?

15. What is the role of exhibits and appendices in enhancing the communication of a report's findings ?

16. "The effectiveness of a collection letter depends on how well it aligns with the debtor's situation." Explain.   (3×12=36)

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First Semester M.B.A. Degree (CBCSS – OBE – Regular/Supplementary/
Improvement) Examination, October 2024
(2023 Admission Onwards)
MBMBA01C06 : QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Time : 3 Hours

Max. Marks : 80

SECTION – A

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

1. Explain the role of quantitative techniques in forecasting and predicting future trends.

2. Define the term Normal Distribution and explain its application in business statistics.

3. What is the difference between a one-way ANOVA and a two-way ANOVA ?

4. What is a Decision Support System (DSS) ? Explain its components.

5. The marks obtained by 5 students in a mathematics test are as follows :
   Marks : 45, 50, 55, 60, 65.
   Calculate the standard deviation of the marks.

6. What is the difference between population and sample in statistics ? Why is this distinction important ?

SECTION – B

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

7. A company conducts a survey to estimate the average salary of its employees. A random sample of 40 employees is selected, and the sample mean salary is found to be Rs. 50,000 with a standard deviation of Rs. 8,000.
   a) What is the point estimate of the population mean salary ?
   b) Construct a 95% confidence interval for the true mean salary of all employees.

8. A researcher wants to test whether the average height of adult women in a city is 160 cm. A sample of 50 women is selected, and their average height is found to be 158 cm with a standard deviation of 8 cm.

   Using a significance level of 0.05, test whether the average height of adult women in the city is significantly different from 160 cm.

9. A researcher is studying the relationship between the number of hours studied and the marks obtained in a test. The data for 5 students is as follows :

Student	1	2	3	4	5
Hours studied	2	4	6	8	10
Marks obtained	40	50	60	70	80

   a) Calculate the Karl Pearson's coefficient of correlation (r) between the hours studied and the marks obtained.

   b) Interpret the result and determine whether there is a positive, negative or no correlation between the two variables.

10. Explain Type I and Type II errors in hypothesis testing. Discuss their implications, differences, and how they can impact decision-making in statistical analysis.

11. Discuss the role of data visualization techniques in transforming complex data into actionable insights.

SECTION – C

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

12. The following data represents the marks scored by 50 students in a test. Calculate the Quartile Deviation (Q.D.) for the given data.

Class Interval	0 – 10	10 – 20	20 – 30	30 – 40	40 – 50
Frequency	5	8	12	15	10

13. A retail store collected data on customer preferences for two different brands, Brand A and Brand B, based on gender. The survey results are summarized in the table below :

Gender	Brand A	Brand B	Total
Male	45	25	70
Female	30	50	80
Total	75	75	150

Test whether there is a relationship between gender and brand preference. Use a significance level of $\alpha = 0.05$.

14. A researcher wants to study the relationship between years of experience (X) and monthly salary (Y) of employees. The data collected from a sample of 6 employees is as follows :

Employee	1	2	3	4	5	6
Experience	2	4	6	8	10	12
Monthly Salary	30000	50000	70000	90000	110000	130000

a) Determine the regression equation for Monthly Salary (Y) on Years of Experience (X).

b) Predict the Monthly Salary for an employee with 7 years of experience.

c) Interpret the slope (b) in the context of this problem.

15. Explain the importance of data analytics and business intelligence in modern organizations. How do they contribute to gaining competitive advantage and improving decision-making ?

16. The following table represents the distribution of the heights (in cm) of 50 students in a class. Calculate the mean, median and mode for the data.

Class Interval	140-150	150-160	160-170	170-180	180-190	190-200
Frequency	5	8	12	15	7	3

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I Semester M.B.A. Degree (CBCSS – OBE – Regular/Supplementary/
Improvement) Examination, October 2024
(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. Briefly discuss the significance of environmental analysis for businesses.

2. Define business ethics and explain its importance in decision-making.

3. What is the concept of demonetization ? Provide a brief explanation.

4. What is globalization ? Provide a brief explanation.

5. What are the key sectors of the Indian economy and what is their relative importance ?

6. Describe the impact of technology on business operations.

SECTION – B

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

7. Analyse the implications of GST on small and medium-sized businesses in India.

8. Evaluate the role of business ethics in fostering sustainable business practices.

9. Explain the role of the World Trade Organization (WTO) in global trade.

10. What are the implications of the Environmental Impact Assessment (EIA) report on large-scale industrial projects ?

11. What is the significance of the political and legal environment in shaping business strategies in India.

SECTION – C

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

12. Critically analyse the effects of Industry 4.0 on business models, workforce dynamics and competitiveness.

13. Write a note on the Land Acquisition, Rehabilitation and Resettlement Bill, 2013 and its impact on industrial development and affected communities.

14. Write a note on SEBI and its function.

15. Discuss the role of the National Green Tribunal (NGT) in resolving environmental disputes and its impact on businesses.

16. During the COVID-19 pandemic, the TATA Group demonstrated exemplary corporate social responsibility and ethical leadership. The company contributed significantly to India's pandemic relief efforts, including a ₹ 1,500 crore donation to combat the crisis. Tata Steel supplied oxygen to hospitals during critical shortages and Tata Consultancy Services (TCS) developed digital platforms for vaccine distribution. The Group prioritized employee well-being by offering financial aid to families of deceased employees, ensuring job security and providing healthcare support. Despite economic challenges, TATA upheld its values, reinforcing its reputation as a socially responsible and ethical business leader.

Questions :

a) How did the TATA Group balance corporate profitability with social responsibility during the pandemic ?

b) Analyze the impact of TATA's pandemic relief measures on its brand reputation.

c) Discuss the significance of ethical leadership in building stakeholder trust, citing TATA as an example.

d) What strategies did TATA use to support its employees and the community during the pandemic ?

Reg. No. : ....

Name : ....

First Semester M.B.A. Degree (C.B.C.S.S. – O.B.E. – Regular/ Supplementary/Improvement) Examination, October 2024
(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. What are the branches of accounting ?
2. What are the financial statements obtained in the accounting process ?
3. Distinguish between Trial Balance and Balance Sheet.
4. What is the importance of financial ratios ?
5. What is forensic accounting ?
6. Explain the significance of sustainability reporting.

SECTION – B

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

7. From the following information prepare a cash book :

Date	Particulars	Amount (₹)
2024 April 1	Cash in hand	2,200
2	Cash at bank	8,700
3	Bought goods from Rahim	7,300
4	Cash sales banked	5,500
8	Sold goods to Amir Das	8,200
9	Received cheque in full settlement of Das's A/c	8,000
10	Paid to settle Rahim's A/c	7,000
12	Purchased office furniture by cheque	3,500
13	Bought goods from Ghosh	10,400
15	Paid carriages	200
18	Bank collected dividends	500

		2,000
20	Withdrawn from bank	1,500
25	Paid wages	1,000
27	Paid to Ghosh by cheque	

8. Define costing and explain the objectives of costing. Draw the format of cost sheet.

9. The following figures are available for the records of Venus Enterprise as at 31st March.

Particulars	2023 (₹ lakhs)	2024 (₹ lakhs)
Sales	150	200
Profit	30	50

Calculate :

a) P/ V ratio and total fixed expenses.

b) Break-even level of sales.

c) Sale required to earn a profit of ₹ 90 lakhs.

d) Profit or loss that would arise if the sales were ₹ 280 lakhs.

10. What is BEP ? Discuss the advantages and disadvantages of Break-even analysis.

11. What is the application of ratio analysis ? State the drawbacks of the ratio analysis.

SECTION – C

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

12. Ponni Company Ltd., purchased second hand machinery on 1st April 2016 for ₹ 3,70,000 and installed it at a cost of ₹ 30,000. On October 2017 it purchased another machine for ₹ 1,00,000 and on 1st October 2018, it sold off the first machine purchased in 2016, for ₹ 2,80,000.

On the same date, it purchased machinery for ₹ 2,50,000. On 1st October, 2019, the second machinery purchased for ₹ 1,00,000 was sold off for ₹ 20,000.

In the beginning depreciation was provided on machinery at the rate of 10% p.a. on the original cost each year on 31st March. From the year 2017-18, however , the company changed the method of providing depreciation and adopted the W.D.V. method, the rate of depreciation being 15%.

Give machinery account for the period 2016-2020.

13. From the following trial balance of Mr. Kannan, prepare a Trading and Profit and Loss Account for the year ended on 31st December 2023 and a Balance Sheet as on that date :

Debit Balance	Amt. (₹)	Credit Balance	Amt. (₹)
Purchases	1,62,505	Sales	2,52,600
Debtors	50,200	Reserve for doubtful debts	5,200
Opening stock	26,725	Creditors	30,326
Wages	23,137	Bills payables	3,950
Salaries	5,575	Outstanding wages	2,000
Furniture	7,250	Trade expenses accrued	700
Postage	4,226	Capital	10,000
Power and Fuel	1,350		
Trade Expenses	5,831		
Bad debts	525		
Loan at 10% to A 01-09-23	3,000		
Cash in hand and at bank	10,000		
Drawings	4,452		

a) Depreciation on furniture is to be charged at 10% p.a.

b) Debtors include an item of ₹ 500 due from the customer who has become insolvent.

c) Reserve for doubtful debts is to be maintained at 5 % on debtors.

d) Goods valued at ₹ 1,500 have been destroyed by fire; insurance company admitted the claim for ₹ 1,000.

e) Stock as at 31.12.2023 was ₹ 12,250.

14. The following data were taken from the cost and production records of a company at the end of an accounting period :

Sales revenue		₹ 1,28,000
Cost of goods manufactured : Fixed	₹ 32,000	₹ 80,000
Variable:	₹ 48,000	
Selling and administrative expenses : Fixed	₹ 20,000	₹ 20,000
Variable:	₹ 0	
Opening inventory of finished goods		nil

Normal and actual production	10,000 units
Closing inventory of finished goods	2,000 units

Calculate the net income for the period and the value of the finished goods on hand at the end of the period using

i) absorption costing and ii) marginal costing.

15. Discuss in detail the emerging issues in accounting.

16. A company is manufacturing three products A, B and C. The data regarding cost, sales and profits are as follows :

Product	Sales (units)	Selling price/unit	Variable cost/unit	Contribution /unit
A	2,000	5	2	₹ 3
B	1,000	5	3	₹ 2
C	1,000	5	3	₹ 2

The fixed costs are ₹ 5,000. The company wants to change the sales mix from the existing proportion of 2:1:1 to 2:2:1 of A, B and C respectively.

You are required to calculate the number of units of each product which the company should sell to maintain the present profit.

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