M.B.A. DEGREE EXAMINATION, JANUARY/FEBRUARY - 2026

FIRST SEMESTER

Paper - 101 : MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

(Revised Regulations W.e.f. 2025-2026)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

Answer any Five questions. Each question carries 10 marks. (5×10=50)

1. How Henry Mintzberg's managerial roles help in understanding the complex nature of a manager's job today.

2. Define Corporate Social Responsibility (CSR). Discuss the various approaches to social responsibility.

3. Distinguish clearly between Delegation of Authority and Decentralization. Explain the factors that determine the degree of Decentralization an organization should adopt.

4. Differentiate between Training and Development. Discuss the critical role of training in enhancing employee competency and achieving organizational strategic goals.

5. Define Transactional Analysis (TA) and explain its three primary Ego States. As a manager, how would you apply TA to resolve a crossed transaction between two team members during a performance review meeting?

6. Explain the fundamental assumptions that underpin McGregor's Theory X and Theory Y How do these assumptions dictate a manager's overall leadership style and the design of the work environment?

7. Explain the perceptual errors that frequently occur in the workplace and discuss their negative impact on managerial functions.

8. Describe Tuckman's Stages of Group Development and explain the key characteristics and challenges associated with each stage.

9. Define Organizational Culture and distinguish it clearly from Organizational Climate.

10. Describe any three common Organizational Development interventions that a consultant might use to improve group effectiveness.

PART - B

Case Analysis (Compulsory)

(20)

11. The Johari Window and the Troubled Team Lead

The Situation: Alpha Marketing Agency

Alpha Marketing Agency is a creative firm suffering from serious internal communication issues within its key "Digital Strategy" team, led by Rohan. Rohan is a brilliant strategist but has been flagged in multiple confidential feedback reports for his management style.

Rohan's Traits and Blind Spots

Rohan scored exceptionally high on Conscientiousness (highly organized and dependable) and Openness to Experience (creative and innovative) in his Big Five Personality assessment. His team respects his technical expertise immensely.

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However, Rohan has a critical blind spot that is creating a negative team climate. His team members perceive him as highly aloof, cold, and intolerant of mistakes. They often complain that Rohan ignores suggestions in team meetings, only later presenting those same ideas as his own, and he harshly criticizes failures publicly. Rohan, however, genuinely believes he is a fair, inspiring, and transparent leader. He sees his criticism as "tough love" necessary for professional growth.

Applying the Johari Window

The lack of honest feedback has severely limited Rohan's Known Self. In the Johari Window model, Rohan's Blind Area (what others know about him but he doesn't) is vast-it contains his coldness, his tendency to ignore others' ideas, and his harsh criticism. Conversely, the team operates primarily from the Hidden Area (what they know but are afraid to tell him), suppressing their genuine opinions and feelings to avoid conflict. They fear moving information into the Open Area.

This poor interpersonal style is causing significant team dysfunction. Sara, a top analyst, is now afraid to bring innovative, yet risky, ideas to Rohan, knowing that if the idea fails, Rohan will blame her publicly. The team's collective creativity, one of the firm's core assets, has plummeted.

Intervention Strategy

The HR Director, noticing the high turnover rate in Rohan's team, decided to implement an intervention centered on improving interpersonal awareness using the Johari Window. The strategy involves a forced feedback session, followed by a series of open dialogues. The goal is to shrink Rohan's Blind Area through Feedback (Team-to-Rohan communication) and encourage the team to shrink their Hidden Area through Disclosure (Rohan-to-Team sharing of personal values and leadership intentions). The success of this intervention hinges on whether Rohan can genuinely accept the negative feedback and actively participate in the disclosure process. The fate of the Digital Strategy team rests on Rohan's ability to develop greater self-awareness and adjust his interpersonal style.

Questions:

a) Explain Rohan's problem of low Self-Awareness using the Johari Window model. Which two areas are currently the largest?

b) How does Rohan's vast Blind Area and his team's large Hidden Area negatively impact team creativity?

c) In the context of the Johari Window, explain the two mechanisms (Feedback and Disclosure) HR must use for intervention.

d) Rohan's high Conscientiousness is a positive trait. How is this being undermined by his lack of Consideration?

M.B.A. DEGREE EXAMINATIONS, JANUARY/FEBRUARY - 2026

FIRST SEMESTER

PAPER - 102 : CORPORATE COMMUNICATION

(Revised Regulations W.e.f. 2025-2026)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

Answer any Five questions. Each question carries 10 marks. (5×10=50)

1. Define Corporate Communication. Explain the key functions that a Corporate Communication department typically performs within an organization.

2. How effective communication directly impacts areas such as reputation management, market share, and employee engagement.

3. Explain the concept of Communication Styles. How does a Corporate Communication professional, operating in a culturally and functionally diverse organization.

4. Explain the objective of writing a professional resume and describe the essential elements that must be included.

5. Explain the strategic role of Internal Communication during periods of Organizational Change.

6. Discuss the purpose, structure, and essential elements of Minutes of Meeting (MoM) and Formal Reports within the corporate setting.

7. Outline the essential components of a robust Crisis Communication Plan and explain the role of a Spokesperson during the active management of a crisis.

8. Discuss the transformative impact of Social Media and Digital Platforms on modern Corporate Communication.

9. Distinguish between Social Media Monitoring and Social Media Listening. Explain their strategic use by the Corporate Communication department.

10. Explain the significant difference between Corporate Brand Image and Corporate Reputation. Discuss how a breakdown in one severely damages the other, necessitating an integrated communication response.

PART - B
Case Analysis (Compulsory)

(20)

11. 'CityServe' and the Reputational Risk of Investor Communication.

1. The Situation

'CityServe Utility' is a large, public-facing utility company providing electricity and water services across a major metropolitan area. Being a utility, its primary external stakeholders are customers (the public), regulatory commissions, media, and investors. Due to its essential service nature, its corporate reputation is highly sensitive to public and political opinion.

2. The Communication Trigger

In June 2026, CityServe applied to the Regulatory Commission for a 15% rate hike for residential customers, citing necessary infrastructure upgrades to prevent blackouts during peak summer demand. This move was unpopular but strategically essential for long-term service stability and investor confidence.

3. The Communication Breakdown

The Corporate Communication (CorpComm) team faced a severe conflict in message tailoring for different stakeholder groups:

* Investor Communication: In the formal Investor Relations (IR) presentation and a subsequent press release targeted at financial media, CorpComm focused exclusively on the profitability of the rate hike, assuring investors that the increased revenue would guarantee a 20% return on equity (ROE) and support a dividend increase. The messaging was purely financial and profit-driven.

* Public/Media Communication: In press conferences and public forums aimed at customers, CorpComm focused on the necessity of the hike to ensure "safe, reliable service" and "critical infrastructure modernization," minimizing talk of profit.

4. The Reputational Fallout

A journalist from a major metropolitan newspaper accessed and juxtaposed the two sets of communication: the investor presentation (focused on 20% ROE) and the customer press release (focused on "safety and service").

* **The Headline**: The resulting article was headlined: "CityServe: Safety Scare or Stockholder Greed? Utility Demands 15% Hike to Boost Investor Profits, Documents Show."

* **The Result:** The public outcry was immediate and fierce. Customers felt manipulated and betrayed, accusing CityServe of using "safety" as an excuse for "greed." Public trust in the company plummeted. The regulatory commission paused the rate hike review, publicly citing the company's apparent "misrepresentation of intent."

5. **The Challenges for CorpComm**

CityServe's Corp Comm team realized their external communication strategy failed due to inconsistent messaging across different channels:

* They failed to apply the principles of integrated communication across investor and public forums.

* They had severely damaged the company's corporate reputation by appearing insincere and prioritizing profit over public welfare.

* They now needed to find a way to re-frame the communication to satisfy investors (who still needed to see a return) while regaining public trust and regulatory approval.

* The immediate need was for Crisis Communication Management focused not on facts, but on perception and ethical transparency.

Questions:

a) What principle of External Communication was violated by CityServe's approach to communicating the rate hike, and how did this lead to the reputational crisis?

b) In the post-crisis phase, what should be the primary focus of the Public Relations (PR) strategy to address the public's perception of "greed" and re-establish ethical transparency?

c) Suggest how the Key Performance Indicators (KPIs) for the CorpComm team should be adjusted moving forward, beyond just measuring media coverage volume.

d) Propose a single, consistent core message that CityServe could have used across *both* investor and public communication to frame the rate hike more transparently.

M.B.A. DEGREE EXAMINATIONS, JANUARY/FEBRUARY - 2026
FIRST SEMESTER
PAPER -103 : Managerial Economics and Financial Accounting
(Revised Regulations W.e.f. 2025-2026)
(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

Answer any Five questions. Each question carries 10 marks. **(5×10=50)**

1. Explain the nature, scope, and significance of Managerial Economics in decision- making.
2. What is Elasticity of Demand? Discuss Price, Income, Cross, and Promotional Elasticity with suitable examples.
3. Describe the Law of Diminishing Marginal Returns and the Law of Returns to Scale with diagrams.
4. What is Break-Even Analysis? Explain its uses and limitations in managerial decision-making.
5. Explain the methods of estimating National Income and discuss the challenges involved.
6. What are Business Cycles? Describe how firms respond during different phases of the business cycle.
7. Explain the Double Entry System and the rules of debit and credit with examples.
8. From the following Trial Balance of M/s Rama Traders as on 31-03-2025, prepare: Trading Account, Profit & Loss Account, Balance Sheet.

Trial Balance:

Particulars	Debit(Rs)	Credit (Rs)
Capital	--	1,50,000
Purchases	80,000	--
Sales	--	21,000
Wages	10,000	--
Salaries	8,000	--
Rent	6,000	--
Sundry Debtors	30,000	--
Sundry Creditors	--	20,000
Cash in Hand	12,000	--
Furniture	20,000	--
Opening Stock	25,000	--
Total	**1,91,000**	**1,91,000**

Adjustments:

a. Closing Stock = Rs.30,000
b. Depreciate Furniture @ 10%

9. What is Budgetary Control? Explain the features and importance of Production, Sales, Cash, and Flexible Budgets

10. Write short notes on Human Resource Accounting, Inflation Accounting, and Green Accounting.

PART - B
(Case Analysis) (Compulsory)

(20)

11. ABC Foods Pvt. Ltd. manufactures packaged snacks sold at 50 per unit, with a variable cost of Rs.30 and fixed monthly expenses of Rs.2,00,000. Due to rising competition and unstable sales, the company raised its advertising expenditure by 20%, which resulted in a 10% growth in sales. Since the percentage increase in sales is smaller than the rise in advertising, the demand is classified as **inelastic** in relation to advertising.

The break-even assessment reveals that the contribution per unit is Rs.20 (Rs.50 - Rs.30). Dividing the fixed cost of Rs.2,00,000 by this contribution gives a break-even volume of 10,000 units, equal to Rs.5,00,000 in sales revenue. This figure represents the minimum output required for the firm to recover its costs and avoid losses.

Inflation would push production costs upward through higher prices of raw materials, labor, and logistics, thereby increasing both variable and fixed costs. Consequently, the company may need to revise its pricing policies-by raising product prices, reducing pack sizes, or improving efficiency-to sustain profitability. Continuous recalculation of the break-even point and close monitoring of demand responsiveness will be vital in managing the effects of inflation.

Adjustments:

a) Explain whether the demand for the product is elastic or inelastic based on the sales response to advertising.

b) Calculate the break-even point.

c) How would inflation affect the company's production cost and pricing decisions?

M.B.A. DEGREE EXAMINATIONS, JANUARY/FEBRUARY - 2026

FIRST SEMESTER

PAPER - 104 : QUANTITATIVE ANALYSIS FOR MANAGEMENT DECISIONS

(Revised Regulations W.e.f. 2025-2026)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

Answer any FIVE questions. Each question carries 10 marks (5×10=50)

1. Explain the meaning and scope of Quantitative Techniques and discuss their importance in managerial decision-making.

2. For the function $f(x) = 5x^3 - 3x^2 + 2x - 4$,

   a) Test continuity at $x = 1$

   b) Compute the limit: $\lim_{x\to 2} \frac{(x^2-4)}{(x-2)}$

3. Explain the concept of Maxima and Minima. How are derivatives applied in optimizing business situations?

4. a) Differentiate the following

   $$\frac{dy}{dx} = (4x^2 - 3x)(x^2)$$

   b) Evaluate the integral: $\int (8x\text{^}3 - 6x + 7)\,dx$

5. What are Arithmetic, Geometric and Harmonic Progressions? Explain their applications in managerial problems.

6. A company deposits Rs.30,000 every year for 5 years at 10% compound interest.

   Compute:

   a) Future Value of the annuity

   b) Present Value of the annuity

7. Describe the types of matrices and explain how matrices are used in management decision-making.

8. Solve the system of equations using Matrix Inversion:

   $2x + y = 11,\ 3x - 2y = 4.$

9. Explain Two-Person Zero-Sum Games and the significance of mixed strategies in Game theory.

10. Solve the following game using Dominance Method

	B1	B2	B3
A1	3	5	8
A2	4	6	7
A3	2	5	6

PART - B

Case Analysis (Compulsory)

(20)

11. A firm's revenue function is $R(x) = 200x - 2x^2$, and the cost function is $C(x) = 50x + 1000$

Questions:

a) Find the profit-maximizing output using derivatives

b) Compute the maximum profit at this output level

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M.B.A. DEGREE EXAMINATIONS, JANUARY/FEBRUARY - 2026

FIRST SEMESTER

PAPER - 105 : BUSINESS RESEARCH METHODS

(Revised Regulations W.e.f. 2025-2026)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART -A

Answer any Five questions, Each question carries 10 marks. **(5×10=50)**

1. Define scientific research. Explain its characteristics and the steps involved in the research process.

2. Explain concepts, constructs, variables, and theoretical framework with suitable examples.

3. What are measurement errors? Explain the different techniques used to reduce measurement errors.

4. Describe various types of research designs and their applications in business research.

5. Explain scale construction techniques used in survey research.

6. Discuss the steps involved in sampling. What are the criteria for selecting an appropriate sample size?

7. Explain primary and secondary data. Discuss tools used for data collection.

8. What are coding, editing, tabulation, and data processing? Explain their importance in research.

9. Explain one-way ANOVA and chi-square test. Discuss situations where these tests are used.

10. What are the types of research reports? Explain the layout of a good research report.

Research Process.
Define problem
Methology
Data -> Result
Conclusion

PART - B

(Case Analysis)

(20)

11. A researcher conducted a study to examine whether employees trained under Training Method A perform better than those trained under Training Method B. The performance scores (out of 100) are:

Method A: 68, 75, 80, 78, 72, 70

Method B: 60, 65, 62, 58, 64, 61

Questions:

a) Apply an appropriate **hypothesis testing technique** (t-test) to determine if there is a significant difference between the two methods.

b) Interpret the result and give managerial suggestions for training policy .

HYPO: Identify, research, review literature Development Hypo.
Design expirement, Collection data, result.

$\sqrt{N\Sigma x^2-(\Sigma x)^2}\sqrt{N\Sigma y^2-(\Sigma y)^2}$

M.B.A. DEGREE EXAMINATIONS, JANUARY/FEBRUARY - 2026
FIRST SEMESTER
PAPER:106 : FUNDAMENTALS OF ARTIFICIAL INTELLIGENCE
(Revised Regulations W.e.f. 2025-2026)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

Answer any Five questions. Each question carries 10 marks. (5×10=50)

1. Explain the meaning, need, and significance of Artificial Intelligence in modern business.

2. Discuss the evolution of AI and explain the criteria for success in AI systems.

3. Explain the strengths and weaknesses of Artificial Intelligence in business decision-making.

4. Describe problem-solving agents and explain how searching techniques help in finding solutions.

5. What is AI Marketing? Explain its benefits and applications in customer segmentation and targeting.

6. Discuss the role of AI in sales forecasting and lead generation. Explain the challenges of AI in shaping the future of work.

7. Explain the importance of AI in financial management and discuss its role in fraud detection and prevention.

8. Describe AI-powered inventory management and demand forecasting. Explain how automation improves operational efficiency.

9. Explain the types, benefits, and challenges of using AI in Human Resource Management.

10. Discuss AI-powered business intelligence tools and explain their role in recruitment, performance evaluation, and workforce planning.

PART - B
(Case Analysis) (Compulsory)

(20)

11. ABC Enterprises plans to integrate AI into marketing, operations, and HRM. In marketing, AI can improve customer segmentation and campaign targeting. In operations, demand forecasting and fraud detection enhance efficiency and security. In HRM, AI helps evaluate employee performance objectively, supporting better talent management.

The company faces challenges such as data privacy concerns, high implementation costs, and employee resistance. Protecting sensitive information, investing in infrastructure, and addressing fears of job loss are critical issues that management must resolve for successful adoption.

To overcome resistance, strategies include transparent communication, training programs, and involving employees in the process. AI-powered business intelligence tools can further support managers with real-time dashboards, predictive analytics, and scenario modelling, enabling faster and more accurate decisions.

Questions:

a) How can AI improve decision making in marketing, operations, and HRM?

b) What challenges might the company face while adopting AI?

c) Suggest strategies to overcome employee resistance to AI.

d) Explain how AI-powered business intelligence tools can support managerial decisions.