

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

M.B.A. Sem-I : SUMMER : 2026

SUBJECT: BUSINESS COMMUNICATION

Day : Monday

Date : 25/05/2026

S-25912-2026

Time : 10:00 AM-01:00 PM

Max. Marks : 50

NB :

1. Figures to the right indicate FULL marks.
2. Answer to both the sections should be written in the SAME answer book.
3. Section – II- Question 7 is COMPULSORY, it carries 12 marks. Attempt any ONE question from rest of the TWO questions in Section II, it carries 10 marks.
4. Section- I – Attempt any FOUR questions. Each question carries 07 marks.

SECTION - I

- Q. 1 Explain with examples the format of Business Letters. (7)
- Q. 2 What are the differences between inter and intra organisational communication? (7)
- Q. 3 Frame and write a job application for the position of head operations manager in a Travel company. (7)
- Q. 4 What are persuasive and negative messages? Give any 2 examples. (7)
- Q. 5 State the advantages of verbal communication. (7)
- Q. 6 Attempt ANY TWO of the following: (Short Notes) (3.5x2)
- a) Barriers to listening
 - b) Wheel and Y network of communication
 - c) Types of Feedback

SECTION - II

- Q. 7 How does communication help in strong brand building? Explain with examples. (12)
- Q. 8 Write an email to your team members for achieving Sales target for the quarter. (10)
- Q. 9 A tall organisational structure causes chaos in the flow of communication. Give reasons. (10)

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Total No. of Questions: 9

Seat No.:

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-I : SUMMER : 2026
SUBJECT: MANAGEMENT CONCEPTS & APPLICATIONS

Day : Tuesday
Date : 12/05/2026

S-25906-2026

Time : 10:00 AM-01:00 PM
Max. Marks : 50

NB :

1. Figures to the right indicate FULL marks.
2. Answer to both the sections should be written in the SAME answer book.
3. Section – II- Question 7 is COMPULSORY, it carries 12 marks. Attempt any ONE question from rest of the TWO questions in Section II, it carries 10 marks.
4. Section- I – Attempt any FOUR questions. Each question carries 07 marks.

SECTION - I

- Q. 1 Evaluate the idea of Management as both an art and a science. Support your answer with suitable examples. (7)
- Q. 2 Explain the concept and significance of Management by Objectives (MBO). How does MBO enhance organizational effectiveness? (7)
- Q. 3 Describe the main steps involved in the process of organizing. Illustrate how each step helps in building an efficient organizational structure. (7)
- Q. 4 Define authority, responsibility, and accountability. Explain how these three elements are interrelated in the process of delegation of authority. (7)
- Q. 5 Define leadership and state its importance in management. How does leadership differ from management in achieving organizational goals? (7)
- Q. 6 Attempt ANY TWO of the following: (Short Answer) (3.5x2)
- a) Functions of the Marketing Department in an organization
 - b) Importance of coordination
 - c) Centralization Vs Decentralization

SECTION - II

- Q. 7 The CEO of a multinational company wants to decentralize decision-making to improve responsiveness. Apply Henry Fayol's principles of management and the concept of different managerial levels to recommend how authority and responsibility can be effectively delegated. (12)
- Q. 8 A manufacturing firm experiences frequent delays in product launches due to poor planning. Apply the steps of the planning process to design a more effective framework for achieving timely execution. (10)
- Q. 9 A newly recruited group of employees in a manufacturing company is showing lower-than-expected performance. Explain how you would apply different employee training methods to improve their skills, motivation, and work efficiency. (10)

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MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-I : SUMMER : 2026
SUBJECT: FINANCIAL & MANAGEMENT ACCOUNTING

Day : Thursday
Date : 14/05/2026

S-25908-2026

Time : 10:00 AM-01:00 PM
Max. Marks : 50

N.B.

1. Section – I - Attempt **ANY FOUR** questions. Each question carries **07** marks.
2. Section – II – Attempt **Q. 7** is **COMPULSORY**, it carries **12** marks. Attempt **ANY ONE** question from rest of the **TWO** questions in Section – II, it carries **10** marks.
3. Figures to the **RIGHT** indicate **FULL** marks.
4. Answers to both the sections should be written in **SAME** answer book.

SECTION – I

- Q.1** Define Financial Accounting and describe the Types of Accounts with suitable examples. Also state the Golden Rules applicable to each type of account. (07)
- Q.2** Describe in detail the Classification of Costs On the basis of Normality and Variability. (07)
- Q.3** Explain why International Financial Reporting Standards (IFRS) are important for Small and Medium Enterprises (SMEs) (07)
- Q.4** What is Marginal Costing? Elaborate the Advantages of Marginal Costing (07)
- Q.5** Journalize the following transactions in the books of M/s Sunrise Enterprises for the month of April 2025: (07)

Date	Transactions
1 st April	Commenced business with Cash ₹80,000 and Machinery Rs. 20,000
5 th April	Purchased Furniture for ₹10,000 on credit from M/s Wood Mart.
10 th April	Purchased goods worth ₹25,000 from M/s Bright Traders at 10% trade discount.
12 th April	Returned goods to M/s Wood Mart worth ₹2,000.
15 th April	Received Commission ₹1,500.
20 th April	Paid Office Rent ₹10,000.
25 th April	Proprietor withdrew ₹5,000 in cash for personal use.

- Q.6** Write Short Note on **ANY TWO** of the following : (07)

- a) Branches of Accounting
- b) Types of Budget
- c) Break Even Analysis

P.T.O.

SECTION – II

Q.7

From the following Trial Balance of Silver shine Traders, prepare Final Accounts as on 31st March 2025. You are required to appraise and comment on the financial position of the business (12)

Particulars	Debit	Credit
Capital	-	2,50,000
Furniture	1,80,000	-
Plant and Machinery	4,00,000	-
Goodwill	30,000	-
Bills Receivables	18,500	-
Drawings	20,000	-
Cash in Hand	75,000	-
Opening Stock (as on 1st April 2024)	40,000	-
Wages	15,000	-
Purchases	90,000	-
Purchase Returns	-	4,500
Carriage Inward	1,200	-
Advertisement	20,000	-
Insurance	30,000	-
Carriage Outward	3,000	-
Sales	-	4,75,000
Sales Return	6,500	-
Salaries	1,50,000	-
Printing & Stationary	5,300	-
Commission	-	15,000
Debtors	50,000	-
Interest Received	-	10,000
Creditors	-	3,80,000
Total	11,34,500	11,34,500

Adjustments:

- i) Closing Stock as on 31st March 2025 is Rs. 90,000
- ii) Insurance Premium of Rs. 6000 is prepaid
- iii) Outstanding Salaries Rs. 30,000
- iv) Create R.D.D. at the rate of 10% on Debtors
- v) Depreciation on Plant & Machinery 12%

Q.8

Construct a Flexible Budget for the production of 7,000 units and 5000 units. The expenses budgeted for the production of 10,000 units are furnished below: (10)

Particulars	Per Unit Rs.
Materials	Rs. 40
Labour	Rs. 25
Variable Expenses (Direct)	Rs. 10
Fixed Factory Overheads (Rs. 1,00,000)	Rs. 10
Variable Factory Overheads	Rs. 20
Administration Expenses (Fixed Rs. 50,000)	Rs. 5
Selling Expenses (10% Fixed)	Rs. 12
Distribution Expenses (20% Fixed)	Rs. 14
Total cost per unit to make and sell	Rs. 136

Q.9

Aakash Ltd. has provided the following details. Calculate Labour Variances: (10)

- i) Labour Rate Variance (LRV)
- ii) Labour Efficiency Variance (LEV)
- iii) Labour Cost Variance (LCV)

Labour	Actual		Standard	
	Time (Hours)	Rate	Time (Hours)	Rate
Skilled	300	21	310	20
Unskilled	160	10	150	11

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-I : SUMMER : 2026
SUBJECT: MANAGERIAL ECONOMICS

Day : Saturday
Date : 16/05/2026

S-25907-2026

Time : 10:00 AM-01:00 PM
Max. Marks : 50

NB :

1. Figures to the right indicate FULL marks.
2. Answer to both the sections should be written in the SAME answer book.
3. Section – II- Question 7 is COMPULSORY, it carries 12 marks. Attempt any ONE question from rest of the TWO questions in Section II, it carries 10 marks.
4. Section- I – Attempt any FOUR questions. Each question carries 07 marks.

SECTION - I

- | | | |
|------|--|---------|
| Q. 1 | Explain the role of managerial economics in solving management problems. | (7) |
| Q. 2 | Discuss the Law of Diminishing Marginal Returns. | (7) |
| Q. 3 | What are the various types of cost concepts in the short run. | (7) |
| Q. 4 | State the Law of Demand. What are its exceptions? | (7) |
| Q. 5 | Differentiate between monetary policy and fiscal policy. | (7) |
| Q. 6 | Attempt ANY TWO of the following: (Short Notes) | (3.5x2) |
| | a) Types of market structures | |
| | b) Iso-cost line | |
| | c) Determinants of Supply | |

SECTION - II

- | | | |
|------|---|------|
| Q. 7 | As a student of economics, discuss consumer behaviour, during 'Big Billion Sale' on Amazon, Flipkart, Snapdeal etc. | (12) |
| Q. 8 | Explain price-output determination under perfect competition with suitable diagram. | (10) |
| Q. 9 | Discuss economies and diseconomies of scale. | (10) |

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MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-I : SUMMER : 2026
SUBJECT: BUSINESS ENVIRONMENT

Day : Saturday
Date : 23/05/2026

S-25911-2026

Time : 10:00 AM-01:00 PM
Max. Marks : 50

N.B.

- 1) Section – I attempt any **FOUR** questions. Each question carries **07** marks.
- 2) Section – II question **07** is **COMPULSORY**, it carries **12** marks. Attempt any **ONE** question from rest of the **TWO** questions in Section – II, it carries **10** marks.
- 3) Answer to both the sections should be written in the **SAME** answer book.
- 4) To the right of each question are mentioned (i) Figures, indicating **FULL** marks.
(ii) Course outcome number (CO) and (iii) Blooms Taxonomy level (BL).

SECTION – I

- | | 28 Marks |
|---|------------------------|
| Q.1 How does social responsibility affect the business environment? | (07) CO3 Bl 2 |
| Q.2 What is the process of environment analysis? | (07) CO1 Bl 5,
Bl 6 |
| Q.3 State the features and benefits of Globalisation. | (07) CO3 Bl 5,
Bl 6 |
| Q.4 How can business firms gain competitive advantage through innovation? | (07) CO3 Bl 3,
Bl 6 |
| Q.5 Briefly discuss how Government and Legal system impact business environment. | (07) CO2 Bl 3 |
| Q.6 Write short notes on any TWO : | (07) |
| a) GDP | CO2 Bl 6 |
| b) Nature and scope of business environment | CO1 Bl 3 |
| c) EXIM policy | CO3 Bl 5 |

SECTION – II

- | | 22 Marks |
|---|------------------------|
| Q.7 India is an agricultural country and most of its GDP depends on agriculture as it exports agrarian products across the world. Trading can play a huge role in developing nation, if adequately used because it also has harmful impacts. Discuss good and bad impacts of WTO on India. | (12) CO3 Bl 4 |
| Q.8 How can ethical standards help build trust with customers and other stake holders? | (10) CO3 Bl 5,
Bl 6 |
| Q.9 What is the role of economic policies in the development of nation? | (10) CO3 Bl 3 |

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-I : SUMMER : 2026
SUBJECT: STATISTICAL TECHNIQUES

Day : Thursday
 Date : 21/05/2026

S-25910-2026

Time : 10:00 AM-01:00 PM
 Max. Marks : 50

N.B.:

- 1) Section- I – Attempt any **FOUR** questions. Each question carries 07 marks.
- 2) Section – II- Question 7 is **COMPULSORY**, it carries 12 marks. Attempt any **ONE** question from rest of the **TWO** questions in Section II. it carries 10 marks.
- 3) Answer to both the sections should be written in the **SAME** answer book.
- 4) To the right of each question are mentioned (i) figures, indicating **FULL** marks, (ii) Course Outcome number (CO), and (iii) Blooms Taxonomy level (BL).

SECTION-I

28 Marks

- Q.1** What do you mean by Statistics? Explain its importance in Management. (07) CO1 BL2
- Q.2** From the following data draw Histogram and Frequency curve (07) CO2 BL3
- | | | | | | | |
|-------------------|-------|-------|-------|-------|-------|-------|
| Daily Wages (Rs.) | 10-20 | 20-30 | 30-40 | 40-50 | 50-60 | 60-70 |
| No. of Employees | 5 | 10 | 12 | 28 | 20 | 24 |
- Q.3** For the given data, compute Mean and Median. (07) CO2 BL3
- | | | | | | | |
|--------------|-----|------|-------|-------|-------|-------|
| Income (Rs.) | 0-5 | 5-10 | 10-15 | 15-20 | 20-25 | 25-30 |
| Frequency | 5 | 7 | 10 | 8 | 6 | 4 |
- Q.4** Calculate the Mean, Standard Deviation and Coefficient of Variance from following data. (07) CO2 BL3
- | | | | | | | | |
|-----------|-------|-------|-------|-------|-------|-------|-------|
| Value | 30-39 | 40-49 | 50-59 | 60-69 | 70-79 | 80-89 | 90-99 |
| Frequency | 1 | 4 | 14 | 20 | 22 | 12 | 2 |
- Q.5** Four cards are drawn at a random from pack of 52 cards. Find the probability that- (07) CO5. BL3
- a. They are a King, a Queen, a Jack and an Ace
 - b. Two are Kings and Two are Aces
 - c. All are Diamonds
- Q.6** Write short notes on any TWO: (07)
- a) Random Experiments
 - b) Scatter plot
 - c) Quartile, Decile and Percentile

22 Marks

SECTION-II

- Q.7** From the data given below find two regression coefficients and two regression equations. Interpret your result. (12) CO4 BL6
- | | | | | | | | | | | |
|---------------------|----|----|----|----|----|----|----|----|----|----|
| Marks in Economics | 25 | 28 | 35 | 32 | 31 | 36 | 29 | 38 | 34 | 32 |
| Marks in Statistics | 43 | 46 | 49 | 41 | 36 | 32 | 31 | 30 | 33 | 39 |
- Q.8** Discuss the Application of Statistics in Various disciplines (10) CO1 BL2

Q.9

Calculate the Karl Pearson's Correlation Coefficient Between (10) CO4 BL5
Expenditure on advertisement and Sales from the data given
below.

Advertisement Expenses (‘000 Rs.)	39	65	62	90	82	75	25	98	36	78
Sales (Lakh Rs.)	47	53	58	86	62	68	60	91	51	84

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MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-I : SUMMER : 2026
SUBJECT: ORGANIZATIONAL BEHAVIOUR

Day : Tuesday
Date : 19/05/2026

S-25909-2026

Time : 10:00 AM-01:00 PM
Max. Marks : 50

N.B.

1. Section – I - Attempt **ANY FOUR** questions. Each question carries **07** marks.
2. Section – II – Attempt **Q. 7** is **COMPULSORY**, it carries **12** marks. Attempt **ANY ONE** question from rest of the **TWO** questions in Section – II, it carries **10** marks.
3. Figures to the **RIGHT** indicate **FULL** marks.
4. Answers to both the sections should be written in **SAME** answer book.

SECTION – I

- Q.1** Discuss any two models of organisational behaviour. (07)
- Q.2** Elaborate on components of attitude in detail. (07)
- Q.3** Explain Herzberg's Two Factor theory of motivation with suitable example. (07)
- Q.4** Define the term Group and explain the process of formation of Groups. (07)
- Q.5** Discuss Ohio State University study of leadership. (07)
- Q.6** Write Short Note on **ANY TWO** of the following: (07)
- a) Need of cross cultural training
 - b) Halo effect
 - c) Work redesign

SECTION – II

- Q.7** Draft a note for your managerial team members explaining about diversity management strategies which you have designed for your organisation. (12)
- Q.8** "Motivation is contributing in energizing team members for delivery quality output for an organisation." Justify the statement. (10)
- Q.9** As a Head of Department, which leadership qualities will you try to inculcate in your young team members to prepare future generation leadership for your organisation? (10)

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