1307-25-C72-071

Code No: H 20131

FACULTY OF MANAGEMENT

MBA (CBCS) / MBA (Technology Management) I - Semester Examination, February 2026
[Common Paper for MBA (CBCS) / MBA (TM)]
Subject: Management and Organisational Behaviour
Paper No. : MB-101

Time: 2 ½ Hours

Max. Marks: 60

PART – A
(Short Answer Type)

Note: Answer all the questions. (5 x 2 = 10 Marks)

1. What is Unity of Command?
2. Define Quality Circle.
3. Explain Transactional Analysis.
4. What is Conflict?
5. Describe Eustress.

PART – B
(Essay Answer Type)

Note: Answer all the questions. (5 x 8 = 40 Marks)

6. (a) Define Management. Describe various functions of management.

(OR)

(b) What is systems approach to management? Describe its features.

7. (a) What is Decision Making? Explain the importance of decision making in an organization.

(OR)

(b) What is Product Organisation Structure? State its advantages and disadvantages.

8. (a) What is the process of perception and why is it important in the workplace?

(OR)

(b) Compare and contrast Maslow's theory of motivation and Herzberg theory of motivation.

9. (a) Discuss various types of groups and their characteristics.

(OR)

(b) Explain in detail the Path Goal Theory of leadership.

10. (a) Define organizational culture. Examine various factors that shape organisatonal culture.

(OR)

(b) What is Communication? Describe the process of communication.

PART – C
Case Study (10 Marks)

11. Analyse the case and answer the following questions.

Mr. Nitin leads a team of eleven accounting clerks. None of the clerks had accounting degrees, but all were skilled in handling records and figures. They primarily prepared budgetary plans and analysis for operating departments. Data inputs were secured from the departments and company records. Mr. Nitin assigned projects to the clerks on the basis of their interests and skills. Some projects were more desirable than others because of prestige, challenge, the contacts required and other factors. There were occasional conflicts over clerks receiving a desirable project of their choice. One clerk who seemed especially sensitive and regularly complained about this was Ms. Arundhathi.

On one occasion, Mr. Nitin received a desirable project and assigned it to a clerk by name Mr. Siddartha. Ms. Arundathi was particularly distressed because she felt she should have had the assignment. She was so distressed that she retaliated by gathering up her present assignment and putting it away in her desk. Then she took a book from her desk and started reading it. Since all clerks were together in the same office, most of them observed her actions. She announced to one of her colleagues in a voice loud enough to be heard by others that "nobody around here ever gives me a good assignment". Mr. Nitin overheard Ms. Arundathi's comment and looked up from his desk, noting what was happening. Mr. Nitin was angered, but he sat at his desk for five minutes wondering what to do.

Thus, being a leader is just not leading the team but also a complex art to exercise influence over the behaviour of other people.

Questions:

(i) What leadership style is demonstrated by Mr. Nitin in assigning projects to his clerks?
(ii) How did Mr. Nitin's method of project allocation contribute to conflict within the team?
(iii) Suggest alternative actions that Mr. Nitin could take to resolve the conflict constructively?

* * * **END** * * *

Code No. H 20132

FACULTY OF MANAGEMENT

MBA (CBCS) / MBA (Technology Management) I - Semester Examination, February 2026
[Common Paper for MBA (CBCS) / MBA (TM)]
Subject: Accounting for Management
Paper No. : MB-102

Time: 2 ½ Hours   Max. Marks: 60

PART – A
(Short Answer Type)

Note: Answer all the questions.   (5 x 2 = 10 Marks)

1. Define Accounting
2. What is Depreciation?
3. Write advantages of Ratio Analysis
4. What is Tax Planning?
5. Write a note on CVP Analysis

PART – B
(Essay Answer Type)

Note: Answer all the questions.   (5 x 8 = 40 Marks)

6. (a) Explain different Accounting Concepts and Conventions.

(OR)

(b) Journalize the following transactions

2005 Jan 1 Mohan started business with cash Rs.80,000
Jan 6 Purchased goods from Ram on credit Rs.30,000
Jan 8 Sold goods on cash Rs 6,000
Jan 15 Bought Furniture from Yash for cash Rs.8,000
Jan 18 Paid salary to manager Rs.6,500
Jan 20 Paid Rent to landlord in cash Rs.1,000
Jan 21 Received Commission Rs.500
Jan 25 Cash worth Rs.5,000 were taken away by the proprietor for his personal use.

7. (a) What do you mean by Capital expenditure and Revenue expenditure? Differentiate between them.

(OR)

(b) From the trial balance and corresponding adjustments, prepare Final A/cs of a trader for the year ending 31st March, 2021

Particulars	Amount (Rs.)	Particulars	Amount (Rs.)
Plant & Machinery	40,000	Sales	1,85,000
Drawings	5,000	Capital	60,000
Stock on 1-4-2020	30,000	Return Outwards	5,000
Purchases	1,60,000	Commission	1,800
Bills receivable	10,000	Discount	2,000
Wages	5,000	Provision for doubtful debts	1,000
Carriage inwards	3,000	Bills payable	25,000
Carriage outwards	2,500	Sundry creditors	17,000
Salaries	9,000		
Return Inwards	1,500		
Sundry debtors	14,000		
Furniture & Fixtures	15,000		
Audit fees	1,000		
Discount	800		

Adjustments:
1. Stock on 31-3-2021 Rs.40,000.
2. Provision of doubtful debts should be kept at 10% of sundry debtors
3. Depreciate plant & machinery @ 20% and furniture and fittings @10% p.a
4. Salaries outstanding Rs.1,000.

8. (a) Define Ratio analysis. Explain the importance of Ratio analysis in analyzing the Financial performance?

(OR)

(b) From the following details, calculate

(i) Current Ratio   (ii) Quick Ratio
(iii) Debt-equity Ratio   (iv) Proprietary Ratio

Liabilities	Amount (Rs.)	Assets	Amount (Rs.)
Equity Capital	5,00,000	Land & Buildings	3,50,000
5% Debentures	2,00,000	Machinery	2,50,000
Bank loan	1,50,000	Cash-in-hand	25,000
Creditors	75,000	Cash-at-bank	55,000
Bills Payable	50,000	Debtors	85,000
Outstanding expenses	5,000	Bills Receivable	1,05,000
		Stock	1,00,000
		Prepaid expenses	10,000
	9,80,000		9,80,000

9. (a) Define Cost. Explain various cost concepts.

(OR)

(b) Balance Sheet of M/S Krishna & Co. as on 1st Jan, 2001 and 31st Dec, 2001

Liabilities	1.01.2001 Amount (Rs)	31.12.2001 Amount (Rs)	Assets	1.01.2001 Amount (Rs)	31.12.2001 Amount (Rs)
Creditors	40,000	44,000	Cash	10,000	7,000
Krishna's Loan	25,000	----	Debtors	30,000	50,000
Loan from bank	40,000	50,000	Stock	35,000	25,000
Capital	1,25,000	1,53,000	Machinery	80,000	55,000
			Land	40,000	50,000
			Buildings	35,000	60,000
	2,30,000	2,47,000		2,30,000	2,47,000

During the year machine costing Rs.10,000 (accumulated depreciation Rs.3,000) was sold for Rs.5,000. The provision for depreciation against machinery as on 1st Jan, 2001 was Rs.25,000 and on 31st Dec, 2001 Rs.40,000. Net profit for the year 2001 amounted to Rs.45,000. Prepare Cash Flow Statement.

10. (a) Define Break-even analysis and Break-even point. How Break-even point is determined and also show the graphical presentation.

(OR)

(b) From the following details. Find out

(i) Contribution per unit

(ii) BEP

(iii) Margin of safety

(iv) Volume of sales to earn a profit of 24,000/-

Units sold ----------------------Rs.20,000

Total sales ----------------------- Rs.60,000

Total variable cost ------------- Rs.30,000

Total fixed cost------------------Rs.18,000

PART – C

Case Study (10 Marks)

11. From the information given below, Calculate the material variance analysis
The standard material cost for an output of 100 kgs of chemical X is made up of

Chemical A – 30 kgs @ 4/- per kg
Chemical B – 40 Kgs @ 5/- per kg
Chemical C – 80 kgs @ 6/- per kg

In a batch 500 kgs of chemical X were produced from a mix of
Chemical A – 150 kgs at a cost 588/-
Chemical B – 220 kgs at a cost 1,056/-
Chemical C – 380 kgs at a cost 2,860/-

*** END ***

130 +

Code No: H 20133

FACULTY OF MANAGEMENT

MBA (CBCS) / MBA (Technology Management) I - Semester Examination, February 2026
[Common Paper for MBA (CBCS) / MBA (TM)]
Subject: Marketing Management
Paper – MB-103

Time: 2 ½ Hours **Max. Marks: 60**

PART – A
(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. What is Marketing Management?
2. Explain Target Marketing.
3. What is Advertising?
4. Define Industrial Markets.
5. What is consumerism?

PART – B
(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. (a) Describe the evolution of marketing from the barter system to the present- day market economy.

(OR)

(b) Write a Marketing Mix for services of Modern time.

7. (a) Define the VALS segementation system and describe its key components.

(OR)

(b) Discuss the factors that contribute to effective product positioning in the market.

8. (a) Define the product life cycle and the stages.

(OR)

(b) Define sales promotion and list the types of sales promotion techniques.

9. (a) Define consumer behaviour and list the factors that influence it.

(OR)

(b) Define service marketing and discuss types of services.

10. (a) Write a note on the following:
    i) Consumer rights ii) Consumer forums.

(OR)

(b) Explain the significance of consumer rights in shaping modern marketing practices.

PART – C

Case Study (10 Marks)

11. Nike, a global leader in athletic footwear and apparel, launched a new line of "smart sneakers" that incorporated fitness tracking technology aimed at improving athletes' performance. Initially, Nike targeted a broad consumer base with the same messaging and product positioning, hoping to appeal to all active individuals, from casual gym-goers to professional athletes. However, the company quickly realized that this one-size-fits-all approach was ineffective. Sales underperformed in certain segments, as not all consumers valued the technology or were willing to pay a premium for the added features. Fitness enthusiasts who were more focused on performance and serious athletes were interested in the product, but casual users found the price point too high and the features unnecessary for their needs.

The core issue that Nike faced was the lack of precise market segmentation. By grouping all consumers under one broad category, Nike missed the opportunity to tailor its messaging and product offerings to the varying needs of its target audiences. To address this, Nike recognized the importance of refining their segmentation strategy by better understanding the distinct preferences and behaviours of different market segments. With the competition in wearable tech growing, Nike needed to rethink how they could specifically target fitness fanatics and tech-savvy athletes, while also offering more affordable options for casual fitness enthusiasts.

Questions:

1. Why did Nike's initial broad segmentation strategy fail to meet the needs of all potential customers for its smart sneakers?
2. How could Nike use more specific segmentation strategies to target different consumer groups effectively?
3. What segmentation bases (e.g., behavioral, psychographic, demographic) should Nike focus on to optimize their marketing strategy for the smart sneakers?

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Code No: H 20134

FACULTY OF MANAGEMENT

MBA (CBCS) / MBA (Technology Management) I – Semester Examination, February 2026

[Common Paper for MBA (CBCS) / MBA (TM)]

Subject: Statistics for Management

Paper – MBA-104

Time: 2 ½ Hours **Max. Marks: 60**

PART – A

(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. State Addition theorem of probability
2. Write the properties of Binomial Distribution
3. Explain Central Limit Theorem
4. Discuss about assumptions of ANOVA
5. What is Spearman's Rank correlation

PART – B

(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. a) i) State and explain about Baye's theorem.
   ii) There are 17 balls numbered 1 to 17 in a bag. If a person selects one ball at random, what is the probability that the number printed on the ball will be an even number greater than 9?

(OR)

   b) Find Mean, Median and Mode

Class's	10 - 20	20 - 30	30 - 40	40 - 50	50 - 60	60 - 70	70 - 80	80 - 90
Frequency	4	12	40	41	27	13	9	4

7. a) i) Define Binomial Distribution and explain its properties.
   ii) A bag of 100 bulbs from a manufacturing company is known to contain 10 defective bulbs. If a sample of 6 bulbs is selected at random, what is the probability that there is at least one defective bulb?

(OR)

   b) The following table gives the number of days in a 100 days period during which Automobile accidents occurred in a city. Fit a Poisson distribution to the data.

No of Accidents	0	1	2	3	4
No of Days	40	35	15	6	4

8. a) Discuss the various Random and Non-Random sampling methods.

(OR)

   b) A man purchases 2,000 electric light bulbs of each of two well-known makes, taken at random from stock, for testing purpose. He finds that make A has a mean life of 1,200 hours with a SD of 150 hours and makes B has a mean life of 1,600 hours with a SD of 100 hours. Is there any significant difference in the mean life of two bulbs?

..2

9. a) The following figures show the distribution of digits in number chosen at random from a telephone directory

Digits	0	1	2	3	4	5	6	7	8	9
Frequency	1026	1107	997	966	1075	933	1107	972	964	853

Test at 5% level whether the digits may be taken to occur equally frequently in the directory.

(OR)

b) The bank manager wanted to compare the time taken by four tellers to attend the customers. The following data was compiled regarding the amount of time (in Minutes) that they spent serving each customer. The sample values have been recorded randomly. Is there any significant difference in the mean serving time of the four tellers, use 5% Level?

Teller 1	Teller 2	Teller 3	Teller 4
1	8	9	5
2	5	3	2
8	1	6	2
7	9	-	4

10. a) The following table shows the mean and standard deviation of the prices of two shares on a stock exchange:

Shares	Mean (Rs)	Standard Deviation (Rs)
X Ltd Co	35.5	8.7
Y Ltd Co	45.5	10.2

If the coefficient of correlation between the prices of two shares is 0.55, find the most likely price of share X corresponding to a price of Rs.62 observed in the case of share Y.

(OR)

b) You are given the export data of electronic good from 2009 to 2014.

Years	2019	2020	2021	2022	2023	2024
Exports (Rs. Crores)	11	16	13	18	22	20

i) Fit a trend line equation by least square method.

ii) Find the slope of a straight-line trend.

iii) Do the figures show a rising or falling trend?

iv) Estimate the exports for the year 2026

PART – C
Case Study (10 Marks)

11. Students are required to analyze the case presented in the section

Peak Expiratory Flow Rate (PEFR) is an important indicator of lung function in asthma patients. Exposure to extreme cold weather is believed to aggravate respiratory problems and reduce airflow. A healthcare management team wants to examine whether a short walk on an extremely cold winter day significantly affects the PEFR of asthma patients.

Data Collected (PEFR in L/min)		
Patients	Before Walk	After Walk
1	312	300
2	242	201
3	340	232
4	388	312
5	296	220
6	354	256
7	391	328
8	102	330
9	290	231
10	314	310

Use an appropriate statistical tool and give your opinion on the extremely cold winter day significantly affects the PEFR of asthma patients.

@ End @

Code No: H 20135

FACULTY OF MANAGEMENT

MBA (CBCS) / MBA (Technology Management) I - Semester Examination, February 2026
[Common Paper for MBA (CBCS) / MBA (TM)]
Subject: Economics for Managers
Paper No. : MB-105

Time: 2 ½ Hours | Max. Marks: 60

PART – A
(Short Answer Type) (5 x 2 = 10 Marks)

Note: Answer all the questions.

1 Define Opportunity Cost
2 What is Law of Marginal Utility?
3 Define Production Function
4 What are AMCs?
5 What is Fiscal Policy?

PART – B
(Essay Answer Type) (5 x 8 = 40 Marks)

Note: Answer all the questions.

6 (a) Describe in brief the fundamental concepts of managerial economics.
(OR)
(b) What is Decision Making? Critically examine decision making under risk and uncertainty.

7. (a) What is the Law of Demand? What are the exceptions to it?
(OR)
(b) Define Price Elasticity of Demand. Explain the role of price elasticity in business decisions.

8. (a) Discuss briefly the different cost concepts relevant to managerial decisions and forward planning.
(OR)
(b) Describe the concepts of learning curve and iso-cost curve in brief.

9. (a) What is a Monopolistic Competition Market? What are its features?
(OR)
(b) Discuss various types of market structures in brief.

10. (a) Define Inflation. Explain various methods that can be adopted to control inflation
(OR)
(b) Elaborate on the Keynesian theory of employment and investment.

PART – C
Case Study (10 Marks)

11. Mr. Ratan Sethi opened a petrol pump cum retail store on Delhi-Agra highway, about two-hour drive from Delhi. His store sells typical items needed by highway travellers like fast foods, cold drinks, chocolates, hot coffee, children's toys etc. He charges higher price compared to the sellers in Delhi, yet he is able to maintain brisk sale of 'Yours special pack' that has soft drink and a snack. The highway travellers prefer to stop at his store because, while their cars wait for petrol filling, they in the meantime enjoy the 'Yours special pack' and other products at his place. Each year he could substantially enhance his sales by providing special summer price on 'Yours special pack' that is almost half of its regular price.

Previous year while returning from Delhi, Mr. Ratan found that a new big and modern grocery shop was opened around 15Kms from Delhi on the national high way. It has affected his sales but only marginally. But in the previous month another large convenience store was opened 5kms from Mr Ratan's store. Mr. Ratan feels that the challenge has come to his door step and he expects his business to be affected adversely because of the two stores He decides to use pricing strategy and permanently reduces the price of 'Yours special pack' to half of its existing price. But at the end of the year Mr. Ratan finds that his sales in general and of 'Yours special pack' in particular has declined by 20 percent

Questions:

(i) What was the strategy followed by Mr Ratan before the two stores were opened on the highway?

(ii) Where has Mr. Ratan gone strong? If he was a managerial economist, how do you think he would have handled the situation?

*** END ***

Code No: H 20136

FACULTY OF MANAGEMENT

MBA (CBCS) I – Semester Examination, February 2026
Subject: IT Application for Management
Paper : MB-106

Time: 2 ½ Hours **Max. Marks: 40**

PART – A
(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. Differentiate between Hardware and software.
2. Explain Artificial intelligence.
3. Write a short note on Search Engines.
4. What is electronic fund transfer?
5. Write a short note on importance of Cyber security.

PART – B
(Essay Answer Type)

Note: Answer all the questions. **(5 x 6 = 30 Marks)**

6. a) Explain the role of IT in business.

(OR)

b) What are programming languages? Explain their types.

7. a) Differentiate between MIS and DSS.

(OR)

b) What is Cloud computing, explain its services?

8. a) Explain Networks Topologies with its merits and demerits.

(OR)

b) Elucidate the architecture and functioning of Internet.

9. a) Explain various functional areas of Information System.

(OR)

b) Explain knowledge management system and its purpose in helping organizations.

10. a) What are malicious software's, how does organizations protect itself from it?

(OR)

b) Discuss a few cyber laws for protection against digital threats.

@ End @