MBACC 101

M.B.A. Ist Semester (NEP) Examination, 2026

MOST IMPORTANT QUESTIONS 2026 – UNSOLVED MODEL PAPER

QUANTITATIVE TECHNIQUES

Paper : I

Time : 3 Hours **[M.M. : 70**

Note : Answer any **five** questions. All questions carry equal marks.

1. (a) Explain the importance of statistics in business. (b) Calculate the mean, median and mode from the following data: Marks 0–10, 10–20, 20–30, 30–40, 40–50; Number of students 5, 12, 20, 9, 4. **[7+7=14]**

2. The daily wages (₹) of workers in two factories are – Factory A: mean ₹500, SD ₹50, 100 workers; Factory B: mean ₹450, SD ₹60, 80 workers. (i) Which factory has more uniform wages? (ii) Find the combined mean and combined standard deviation. **[14]**

3. Calculate Karl Pearson's coefficient of correlation between advertisement expenditure (X) and sales (Y): X (₹ lakh): 2, 4, 6, 8, 10; Y (₹ lakh): 3, 5, 4, 7, 6. Interpret the result. **[14]**

4. From the following data, obtain the two regression equations and estimate Y when X = 12: X: 5, 7, 9, 11, 13; Y: 8, 10, 13, 15, 19. Also compute the coefficient of determination. **[14]**

5. (a) State and prove the addition theorem of probability. (b) Three machines A, B and C produce 50%, 30% and 20% of the output with 2%, 3% and 4% defectives respectively. An item chosen at random is defective. Using Bayes' theorem, find the probability that it was produced by machine A. **[7+7=14]**

6. (a) The probability that a product is defective is 0.1. Find the probability that in a sample of 5, (i) none is defective (ii) at most one is defective (binomial). (b) On average 2 customers arrive per minute at a counter. Find the probability that exactly 3 arrive in a minute (Poisson). **[7+7=14]**

7. The weights of 1,000 students are normally distributed with mean 60 kg and SD 5 kg. How many students weigh (i) more than 70 kg (ii) between 55 kg and 65 kg? (Area from mean: $z = 1 \rightarrow 0.3413$; $z = 2 \rightarrow 0.4772$) **[14]**

8. A survey of 200 customers gave the following data on preference for brands by gender – Male: Brand X 60, Brand Y 40; Female: Brand X 40, Brand Y 60. Test at 5% level of significance whether preference is independent of gender (χ^2 table value for 1 d.f. at 5% = 3.84). **[14]**

9. (a) If A = [[2, 3], [1, 4]] and B = [[1, 0], [2, 1]], find AB and the inverse of A. (b) Solve by the matrix method: $2x + 3y = 13$; $x + 4y = 14$. **[7+7=14]**

10. Write short notes on any two: (a) Quartiles and percentiles (b) Spearman's rank correlation (c) Properties of the normal curve (d) Chi-square goodness of fit test **[7+7=14]**

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MBACC 102

M.B.A. Ist Semester (NEP) Examination, 2026

MOST IMPORTANT QUESTIONS 2026 – UNSOLVED MODEL PAPER

MANAGERIAL ECONOMICS

Paper : II

Time : 3 Hours **[M.M. : 70**

Note : Answer any **five** questions. All questions carry equal marks.

1. Discuss the determinants of demand for a product. How do you write a generalised demand function? Explain the signs and meaning of the coefficients of all the variables. How do marginal analysis and optimisation help managers? **[14]**

2. (a) Explain the types of elasticity of demand and their use in pricing decisions. (b) The demand for a product falls from 1,000 units to 800 units when its price rises from ₹20 to ₹25. Calculate the price elasticity of demand by the percentage method and the arc method. **[7+7=14]**

3. What is demand forecasting? Explain the survey and statistical methods of forecasting. How is AI changing demand forecasting? **[14]**

4. (a) Explain the law of variable proportions and the laws of returns to scale. (b) How do we decide the optimal combination of inputs in a production function? Given Q = 10K^0.4 L^0.6, find the marginal productivity of capital and labour, and determine the effect on output of an additional unit of capital and of labour at K = 10, L = 18. **[7+7=14]**

5. Explain the short-run and long-run cost curves. Why is the long-run average cost curve called an envelope curve? **[14]**

6. 'Profit maximisation is not the only objective of the firm.' Discuss with reference to Baumol's sales maximisation model, Marris' model of the managerial enterprise, stakeholder objectives and the behavioural theory of the firm. **[14]**

7. Explain asymmetric information, adverse selection and moral hazard. How do signalling and screening solve these problems? Explain the principal-agent problem. **[14]**

8. What is monopoly power? How do we measure it (Lerner index)? How does a monopoly firm set its price and quantity in the short run and long run? When is price discrimination profitable? **[14]**

9. (a) What is meant by dominant strategy and Nash equilibrium? Discuss with examples. (b) Discuss the following models of oligopoly: (i) Bertrand model (ii) Leader-follower (Stackelberg) model. **[7+7=14]**

10. Write short notes on any two: (a) GDP vs GVA (b) Demand-pull vs cost-push inflation (c) Externalities and carbon pricing (d) Instruments of monetary policy **[7+7=14]**

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M.B.A. Ist Semester (NEP) Examination, 2026

MOST IMPORTANT QUESTIONS 2026 – UNSOLVED MODEL PAPER

MARKETING MANAGEMENT

Paper : III

Time : 3 Hours **[M.M. : 70**

Note : Answer any **five** questions. All questions carry equal marks.

1. Define marketing. Explain the core concepts of marketing – needs, wants, demands, value and exchange. Trace the evolution of company orientations from the production concept to the digital-first orientation. **[14]**

2. Explain the micro and macro marketing environment. How are AI and marketing analytics transforming marketing decisions? **[14]**

3. Explain Ansoff's market expansion grid and the BCG matrix with suitable examples. How do they help in formulating marketing strategy? **[14]**

4. What is market segmentation? Explain the bases of segmentation, the evaluation and selection of target markets, and the development of a positioning strategy. **[14]**

5. Explain the stages of the product life cycle and the marketing strategies appropriate at each stage. Distinguish between consumer and business markets. **[14]**

6. Explain cost-based, value-based and competition-based pricing. Discuss dynamic pricing, platform pricing and subscription-based pricing models. **[14]**

7. Explain the types and levels of distribution channels. What is omnichannel marketing? How can channel conflict be managed? **[14]**

8. What is Integrated Marketing Communication (IMC)? Explain the elements of the promotion mix and the role of digital marketing – SEO, SEM, social media, influencer and content marketing. **[14]**

9. What is marketing control? Explain annual plan, profitability, efficiency and strategic control. What is a marketing audit? Explain important marketing metrics and KPIs. **[14]**

10. Write short notes on any two: (a) Conversational marketing (b) Creator economy and influencer marketing (c) Green and circular economy marketing (d) Privacy-first marketing in the post-cookie world **[7+7=14]**

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M.B.A. Ist Semester (NEP) Examination, 2026

MOST IMPORTANT QUESTIONS 2026 – UNSOLVED MODEL PAPER

ORGANISATIONAL BEHAVIOUR AND MANAGEMENT PRACTICES

Paper : IV

Time : 3 Hours **[M.M. : 70**

Note : Answer any **five** questions. All questions carry equal marks.

1. Explain Henri Fayol's 14 principles of management and Max Weber's bureaucratic theory. Trace the evolution of management thought from classical to modern approaches. **[14]**

2. Define planning. Explain the types of plans, the process of planning and the barriers to effective planning. Discuss organisational design, span of management, bases of departmentation and delegation of authority. **[14]**

3. How does systematic study contribute to our understanding of OB? Explain the three levels of analysis in Robbins' model of OB. Discuss the challenges for OB managers in hybrid workplaces, gig work and human-AI teams. **[14]**

4. What are the three components of attitude? Discuss the major job attitudes and their impact on organisational behaviour. What is cognitive dissonance? Explain attribution theory and the halo effect. **[14]**

5. Explain learning theories – classical conditioning, operant conditioning and social learning. What is emotional intelligence and why is it significant in organisations? **[14]**

6. Compare Maslow's, Herzberg's and McClelland's theories of motivation. Explain self-determination theory and job enrichment. Discuss the IKS concept of Nishkama Karma in motivation. **[14]**

7. What is power? Explain the bases of power. What is organisational politics and how can it be managed? **[14]**

8. Describe the punctuated-equilibrium model of group development. Write a note on groupthink. Differentiate among role expectation, role perception and role conflict. How do social loafing and social facilitation affect group performance? Distinguish between a group and a team. **[14]**

9. Explain Fiedler's contingency model and Hersey-Blanchard's situational leadership theory. Distinguish between transactional, transformational and servant leadership. **[14]**

10. Write short notes on any two: (a) Kotter's 8-step model of change (b) Resistance to change and Lewin's three-step model (c) Characteristics of organisational culture and how it is transmitted to employees (d) Performance appraisal and staffing **[7+7=14]**

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M.B.A. Ist Semester (NEP) Examination, 2026

MOST IMPORTANT QUESTIONS 2026 – UNSOLVED MODEL PAPER

ACCOUNTING FOR MANAGERS

Paper : V

Time : 3 Hours **[M.M. : 70**

Note : Answer any **five** questions. All questions carry equal marks.

1. (a) Explain GAAP, Ind AS and the convergence with IFRS, and the ethical dimensions of financial reporting. (b) Identify the accounting concept or convention involved in each case and give reasons: (i) Inventory is shown at ₹95,000, the lower of cost and market value (ii) Machinery purchased a week ago for ₹2,00,000 is shown at the same value though its market value has changed (iii) Insurance of ₹1,20,000 was paid but only ₹90,000 is charged to P&L as ₹30,000 is advance (iv) The company has followed the WDV method of depreciation for 3 years (v) Small equipment of ₹800 is treated as revenue expense. **[7+7=14]**

2. Company X Ltd. is facing the following problems: (a) low capacity utilisation of assets (b) difficulty in meeting short-term obligations (c) low profitability on overall investment (d) high wastage in inventory storage (e) increasing bad debts (f) increasing leverage risk (g) low demand for its products. Identify the accounting ratios that would be useful to identify each problem and suggest measures to improve them. **[14]**

3. Explain DuPont analysis. From the following, compute the return on equity using the DuPont framework and interpret it: Sales ₹20,00,000; Net profit ₹1,60,000; Total assets ₹16,00,000; Shareholders' equity ₹8,00,000. **[14]**

4. Prepare a common-size income statement of X Ltd. for two years and comment: Year 1 – Sales ₹10,00,000, Cost of goods sold ₹6,00,000, Operating expenses ₹2,00,000, Interest ₹50,000, Tax ₹45,000; Year 2 – Sales ₹12,00,000, Cost of goods sold ₹7,80,000, Operating expenses ₹2,16,000, Interest ₹60,000, Tax ₹43,200. Also explain the contents of a corporate annual report and BRSR. **[14]**

5. Prepare a cash flow statement by the indirect method from the following: Net profit for the year ₹1,50,000; depreciation ₹40,000; loss on sale of machinery ₹5,000; increase in debtors ₹30,000; decrease in inventory ₹20,000; increase in creditors ₹15,000; purchase of machinery ₹2,00,000; sale of machinery ₹25,000; issue of equity shares ₹1,00,000; repayment of loan ₹50,000; dividend paid ₹30,000. Opening cash balance ₹40,000. Explain the managerial uses of a cash flow statement. **[14]**

6. Distinguish between marginal costing and absorption costing. A company sells a product at ₹50 per unit; variable cost is ₹30 per unit and fixed costs are ₹4,00,000 per year. Calculate: (i) P/V ratio (ii) break-even point in units and value (iii) margin of safety if sales are 30,000 units (iv) sales required to earn a profit of ₹2,00,000. **[14]**

7. A company manufactures a component at the following cost per unit: direct material ₹12, direct labour ₹8, variable overheads ₹5, fixed overheads ₹6. A supplier offers the component at ₹27 per unit. Should the company make or buy the component (a) if the fixed overheads will continue, and (b) if the spare capacity can be used to earn a contribution of ₹40,000 on 10,000 units? Explain other applications of marginal costing in decision-making. **[14]**

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8. A factory is currently operating at 50% capacity, producing 10,000 units. At 50% capacity the unit cost is: raw materials ₹200, labour ₹60, factory overheads ₹60 (40% fixed), administrative overheads ₹40 (50% variable); selling price ₹400. Prepare a flexible budget at 60% and 80% capacity, given that at 60% the cost of raw materials increases by 2% and the selling price falls by 2%, and at 80% the cost of raw materials increases by 5% and the selling price falls by 5%. **[14]**

9. What is responsibility accounting? Explain the types of responsibility centres. What is transfer pricing? Explain the methods of transfer pricing and its role in performance appraisal. **[14]**

10. Write short notes on the following: (a) Budgetary control (b) Responsibility accounting (c) Zero-based budgeting **[5+5+4=14]**

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MOST IMPORTANT QUESTIONS 2026 – UNSOLVED MODEL PAPER

BUSINESS ENVIRONMENT

Paper : Value Added Course

Time : 3 Hours **[M.M. : 70**

Note : Answer any **five** questions. All questions carry equal marks.

1. What is business environment? How do the social-cultural environment and the demographic environment influence business? Explain PESTLE analysis for environmental scanning. **[14]**

2. Discuss the structure of the post-reform Indian economy and the roles of the public, private and cooperative sectors. **[14]**

3. Explain the concept of Varta and the economic management framework in Kautilya's Arthashastra. How are they relevant to modern business? **[14]**

4. Explain the objectives and instruments of monetary policy and fiscal policy in India. How do inflation (CPI/WPI), GDP growth and budget deficits affect business? **[14]**

5. Describe the roles and functions of the RBI and SEBI as regulators. Explain the institutional framework for consumer protection and fair market practices in India. **[14]**

6. What is Industry 4.0? Explain the digital transformation of Indian industry and its impact on business. **[14]**

7. Critically examine the relationship between population change and economic development. How has India's population since 1971 influenced the economic environment? Discuss India's demographic dividend and urbanisation. **[14]**

8. Explain ESG and sustainable development. How can ESG mandates be anchored in the IKS concepts of Pancha Bhootas and Ishavasyam? Explain CSR with reference to Lokasangraha. **[14]**

9. Explain the structure of India's balance of payments. Discuss recent trends in India's foreign trade and FDI inflows. **[14]**

10. Write short notes on any two: (a) India and the WTO (b) Role of the IMF (c) India in G20 and BRICS (d) Dharma-centric institutional accountability **[7+7=14]**

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