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First Semester MBA Degree Examination, Jan./Feb. 2021
Management and organizational Behavior

Time: 3 hrs.   Max. Marks:100

Note: *1. Answer any FOUR full questions from Q1 to Q7.*
2. Question No.8 is compulsory.

1   a. Define Motivation.   (03 Marks)
    b. What is decision making? Explain its types.   (07 Marks)
    c. Explain the 14 principles of management stated by Henry Fayol.   (10 Marks)

2   a. State few traits of good leaders.   (03 Marks)
    b. Briefly explain the significance of controlling.   (07 Marks)
   c. Define controlling. Explain with the flowchart the controlling process.   (10 Marks)

3   a. What do you mean by perception?   (03 Marks)
    b. Differentiate between Type A and Type B personality.   (07 Marks)
    c. Explain Maslow's need hierarchy theory. State any 2 advantages and disadvantages.
                                                                                 (10 Marks)

4   a. State the different type of controls.   (03 Marks)
    b. Briefly explain the recent trends in management   (07 Marks)
    c. What is MBO? Explain the MBO process.   (10 Marks)

5   a. What is Esprit de crops?   (03 Marks)
    b. What is span of control? Explain its types.   (07 Marks)
    c. State the 4 leadership styles according to Likert. Explain the Blake and Mouton's leadership
       model.   (10 Marks)

6   a. What do you mean by planning premises?   (03 Marks)
    b. Explain the different disciplines contributing to OB.   (07 Marks)
    c. What are the different types of organization structure? Explain any two with flowchart.
                                                                                 (10 Marks)

7   a. Define Individual Behaviour.   (03 Marks)
    b. Explain the relation between attitude and behavior.   (07 Marks)
    c. Define personality. Explain the MBTI. How does MBTI help managers?   (10 Marks)
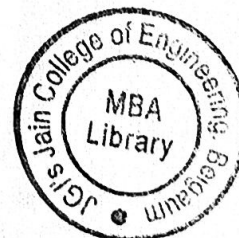
8 Case Study :

Super Engineering Limited is a multinational engineering company manufacturing facilities at Hyderabad, Pondicherry and Indore. The company adopted budgetary system with emphasis on production and expense budget. The budget targets used to be set on the basis of analysis of production facilities and production operations. While 2 units located at Hyderabad and Pondicherry were working properly Indore unit was not able to meet the targets.

Mr. Madan who has been an Assistant Manager at the Hyderabad unit for nearly 10 years was transferred to Indore unit as a Plant Manager. Mr. Madan had joined the company as an Engineer Trainee, after obtaining his degrees in Engineering and MBA. Right from his early days at the Hyderabad unit, he has been very ambitions and a little autocratic. He believed in getting the things done through effective exercising of authority and control. Immediately after joining the Indore plant, Madan made preliminary study of the working environment in the plant and issued instruction to all Departmental Heads to reduce the cost by 5%. Initially there was some resistance by the Assistant Plant Managers and Supervisors, within a short span of 30 days production went up by 10%. A fortnight later he instructed all departments to increase production by 20% and instructed the supervisors strictly to adhere to the targets. He introduced several new reporting systems and watched the operations very closely. He suspended two supervisors in the second month for not meeting the targets. Subsequently, three supervisors left the plant on their own. With all his efforts, the unit was very much on the right track and within six months exceeded the new budgeted figures by 18%. On setting the plant right, he was called back to Hyderabad unit as Plant Manager where vacancy arose. However, shortly after Madan left for Hyderabad to join the biggest unit of the company, the productivity in Indore unit fell sharply below the earlier levels.

a. Questions :

b. Explain the type of organizational climate created by Madan at the Indore unit. **(06 Marks)**

c. Why was there a drop in productivity at the unit after Madan left it? **(06 Marks)**

Do you think that Madan should improve his leadership skills? Why and how? **(08 Marks)**

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CBCS SCHEME

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First Semester MBA Degree Examination, Jan./Feb. 2021
Managerial Economics

Time: 3 hrs.   Max. Marks:100

Note: *1. Answer any FOUR full questions from Q1 to Q7.*
2. Question No.8 is compulsory.

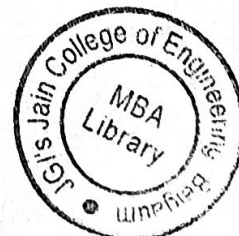|			
1	a.	What are Giffen goods?	(03 Marks)
	b.	Differentiate between Fixed cost and variable cost. Give example.	(07 Marks)
	c.	Explain briefly the objectives of a business firm.	(10 Marks)
2	a.	Define Managerial Economics.	(03 Marks)
	b.	What is Price elasticity of demand? What are the various price elasticies of demand?	(07 Marks)
	c.	What are uses and Assumptions of BEA? And explain break-even chart with diagram.	(10 Marks)
3	a.	Explain features of perfect competition.	(03 Marks)
	b.	What are the exceptions to law of demand?	(07 Marks)
	c.	What is kinked demand curve? What are its assumptions?	(10 Marks)
4	a.	What are different types of costs?	(03 Marks)
	b.	Discuss law of variable proportion with diagram.	(07 Marks)
	c.	What is economies of scale? Elaborate the factors influencing it.	(10 Marks)
5	a.	What is Accounting profit and economies profit?	(03 Marks)
	b.	Explain different pricing strategies.	(07 Marks)
	c.	Describe Baumol's model with graphical representation.	(10 Marks)
6	a.	Why average cost curve is U-shaped?	(03 Marks)
	b.	Explain the scope of Managerial Economics.	(07 Marks)
	c.	Explain price determination and equilibrium under perfect competition.	(10 Marks)
7	a.	What is Isoqunats?	(03 Marks)
	b.	Explain the principles of Managerial Economics.	(07 Marks)
	c.	What are the roles and responsibilities of a Managerial Economist.	(10 Marks)

8   **Case – Study**

Pepsi company produce a single article. Following cost data is given about its product.

Selling price per unit	Rs.	40
Marginal cost per unit	Rs.	24
Fixed cost per annum	Rs.	16,000

Calculate :
i) P/V ratio
ii) Break even sales
iii) Sales to earn a profit of Rs. 2000
iv) Profit at sales Rs. 60,000

(20 Marks)

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18MBA13

First Semester MBA Degree Examination, Jan./Feb. 2021
Accounting for Managers

Time: 3 hrs.

Max. Marks:100

Note: 1. *Answer any FOUR full questions from Q.No.1 to Q.No.7.*
2. *Question No. 8 is compulsory.*

1 a. Define Accounting. **(03 Marks)**
   b. Explain any 7 users of Accounting Information. **(07 Marks)**
   c. Journalize the following transaction for the month of Dec.2011.
   Dec. 1   Ajit started business with cash Rs.40,000
   Dec. 2   He paid into bank Rs.2000
   Dec. 10   He purchased furniture and paid by cheque Rs.5000
   Dec. 12   He sold goods to Arvind Rs.4000 on credit.
   Dec. 14   He purchased goods from Amrit Rs.10,000 on credit
   Dec. 15   He returned goods to Amrit Rs.5000
   Dec. 16   He received from Arvind Rs.3960 in full settlement
   Dec. 20   He withdraw cash from business for personal use Rs.2000
   Dec. 24   He paid telephone charges Rs.1000
   Dec. 26   Cash paid to Amrit in full settlement Rs.4900
   Dec. 31   Goods distributed by way of free sample of Rs.1000
   (10 Marks)

2 a. Differentiate Direct tax from Indirect tax. **(03 Marks)**
   b. Mention any seven deductions covered U/S 80C. **(07 Marks)**
   c. X Ltd, bought an machinery for Rs.30,000 on 1.04.06 additional machinery was purchased on 1-10-06 costing Rs.20,000, on 1-07-07 a new machinery of Rs.10,000 was added to the existing machinery. One 1-01-08 1/3rd of machinery which was installed on 1-04-06 was sold for Rs.3000. Show the machinery account in the books of X Ltd. the rate of depreciation is 10% on W.D.V method where the books of accounts ends on 31st December.
   (10 Marks)

3 a. What is trail balance? **(03 Marks)**
   b. What is accounting concept? Explain any six concepts in detail. **(07 Marks)**
   c. Show the accounting equation for the following transactions.
   (i)   X started business with cash of Rs.90,000
   (ii)   Purchased goods on credit Rs.50,000
   (iii) Purchased furniture for cash Rs.10,000
   (iv)   Sold goods costing Rs.20,000 for 40,000.
   (v)   Sold goods costing Rs.20,000 on credit for Rs.42000
   (vi)   Paid rent Rs.1000
   (vii) Paid for salaries Rs.3000
   (viii) Paid to creditors Rs.40,000
   (10 Marks)

4 a. What is cash flow statement? (03 Marks)
   b. What is accounting standard? Explain any four in brief. (07 Marks)
   c. Using following data complete the B/S.
       Gross profit (20% sales) = Rs.60,000
       Share capital = Rs.50,000
       Credit sales to total sales = 80%
       Total asset turnover (on sales) = 3 times
       Closing stock turnover (on cost of sales) = 8 times
       Average collection period (for 360 days) = 18 days
       Current ratio = 1.6
       Debt to equity = 40%

Balance Sheet

Liabilities	Rs.	Assets	Rs.
Share capital	?	Fixed Asset	?
Long term debt	?	Stock	?
Creditors	?	Debtors	?
		Cash	?
Total	?	Total	?

(10 Marks)

5 a. What is forensic accounting? (03 Marks)
   b. Differentiate trail balance from balance sheet. (07 Marks)
   c. Enter the following transaction in a three column cash back of Mr. A. (10 Marks)
       2016 May 3   Balance of cash in hand Rs.12,000, cash at bank Rs.10,000
            May 5   Bought goods for cash Rs.8000
            May 6   Received cash from 'M' Rs.13000 and allowed discount Rs.50
            May 8   Paid to 'A' Rs.15,000 and received discount Rs.100
            May 10 Withdraw from bank for personal use Rs.3000
            May 12 Sold goods for cash Rs.4000
            May 15 Paid into bank Rs.6000
            May 19 Received cheque from Niraj Rs.16,000 and deposited into the bank same.
            May 24 Withdraw from bank for office use Rs.2500

6 a. What is window dressing? (03 Marks)
   b. What are the advantages and limitation of ratio analysis? (07 Marks)
   c. From the following B/S of X Ltd prepare cash flow statement. (10 Marks)

Liabilities	2006 (Rs.)	2007 (Rs.)	Assets	2006 (Rs.)	2007 (Rs.)
Equity shares capital	3,00,000	4,00,000	Goodwill	1,15,000	90,000
Preference share capital	1,50,000	1,00,000	Land & Building	2,00,000	1,70,000
General Reserves	40,000	70,000	Plant & Machinery	80,000	2,00,000
P/L A/C	30,000	48,000	Debtors	1,60,000	2,00,000
Proposed	42,000	50,000	Stock	77,000	1,09,000
Creditors	55,000	83,000	Bills Receivable	20,000	30,000
Bills Payable	20,000	16,000	Cash in hand	15,000	10,000
Provision for tax	40,000	50,000	Cash at bank	10,000	8,000
	6,77,000	8,17,000		6,77,000	8,17,000

Additional Information:
   (i)   Depreciation on plant & machinery Rs.10,000 and land & building Rs.20,000.
   (ii) An interim dividend of Rs.20,000.
   (iii) Rs.35,000 income tax was paid during the year 2007.
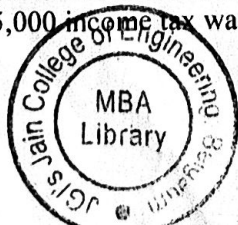
7 a. What is Debt Equity Ratio? (03 Marks)

b. Following is the trail balance as on 31/12/18. Prepare by an incompetent accountant. You are required to rewrite in its correct form. (07 Marks)

Particulars	Debit	Credit
Capital	28000	-
Stock of goods	4000	-
Motor car	-	8000
Discount received	400	-
Bad debts	400	-
Sales	-	40000
Cash at bank	-	4000
Cash in hand	4400	-
Purchases	15000	-
Furniture	-	5000
Wages	8200	-
Creditors	6500	-
Salaries	-	2800
Commission (Cr)	-	600
Return outward	-	1000
Debtors	5600	-
General expenses	300	-
Interest received	-	200
Advertisement	-	500
Rent	-	3500
Plant	15000	-
Total	87,800	65,200

c. What is Human Resources Accounting? Explain its importance in the business organization. (10 Marks)

8 CASE STUDY:

From the following Trail Balance and additional information, prepare final accounts of Mr. Raj for the year 31st March 2014. (20 Marks)

Particulars	Rs.
Drawings	4500
Purchases	20,000
Sales Return	1500
Stock (1-4-2013)	8000
Salaries	4200
Wages	1200
Rent	350
Cash in hand	260
Cash at bank	5,940
Capital	24,000
Sundry creditors	10,000
Trade expenses	300
Printing	150
Furniture	2000
Machinery	5000
Bad debts	400
Discount allowed	700
Sundry debtors	14000
Insurance	400
Sales	30,500
Discounts received	1900
Bills payable	2500

Adjustments:
(i) Closing stock Rs.7000.
(ii) Insurance prepaid Rs.60.
(iii) Outstanding liabilities:
   Salaries = Rs.200, Wages = Rs.200
(iv) Make provision for doubtful debts at 5% on debtors.
(v) Calculate interest on capital at 5% p.a.
(vi) Depreciation on machinery at 5% and furniture at 10%
(vii) Reserve for discount on creditors at 1%.

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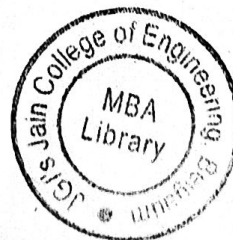
First Semester MBA Degree Examination, Jan./Feb.2021
Business Statistics and Analytics

Time: 3 hrs.

Max. Marks:100

Note: *1. Answer any FOUR full questions from Q1 to Q7.*
2. Question No.8 is compulsory.
3. Use of Statistical table is permitted.

1 a. Explain the methods of computing correlation. **(03 Marks)**

b. Calculate the mean-deviation from the following data: **(07 Marks)**

Quantity Demanded (units)	10	20	30	40	50	60	70	80	90	100
Frequency	7	13	16	6	14	19	28	17	21	9

c. Ten competitors in a beauty contest are ranked by 3 judges as follows:

Judges	Competitors									
	1	2	3	4	5	6	7	8	9	10
A	6	5	3	10	2	4	9	7	8	1
B	5	8	4	7	10	2	1	6	9	3
C	4	9	8	1	2	3	10	5	7	6

Discuss which pair of judges has the nearest approach to common taste of beauty. **(10 Marks)**

2 a. List and explain common errors in drawing networks. **(03 Marks)**

b. From the prices of shares of X and Y below, find out which is more stable in value. **(07 Marks)**

X	35	54	52	53	56	58	52	50	51	49
Y	108	107	105	105	106	107	104	103	104	101

c. Calculate Karl Pearson coefficient of correlation.

X	42	52	55	60	66	68	65	60	58	34
Y	11	13	18	22	26	40	31	27	24	18

(10 Marks)

3 a. What are the difference between correlation and Regression analysis? **(03 Marks)**

b. In a certain factory turning out razor blades. There is a small change of 0.002 for any blade to be defective. The blades are supplied in packets of 10. Use Poisson distribution to calculate the approximate number of packets containing no defective, one defective and two defective blades respectively in a consignment of 10,000 packets. **(07 Marks)**

c. The life time in hours of a certain electrical equipment has the normal distribution with mean = 80 and standard deviation = 16.
  (i) What is the probability that the equipment lasts atleast 100 hours?
  (ii) If the equipment has already lasted 88 hours what is the conditional probability that it will last atleast another 12 hours? **(10 Marks)**

4 a. What are the main objectives of analyzing time series? **(03 Marks)**

b. Fit a trend line by the method of semi-averages to the data given below. Estimate the sales for 2004.
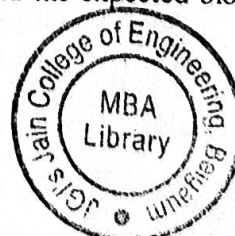
Year	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Sale	200	120	280	240	160	320	360	400	320	360	360

(07 Marks)

c. The following table shows the age (X) and blood pressure (Y) of 8 persons.

X	52	63	45	36	72	65	47	25
Y	62	53	51	25	19	43	60	33

Obtain the regression equation of Y on X and find the expected blood pressure of a person who is 49 years old. **(10 Marks)**

5 a. What is transportation problem? **(03 Marks)**

b. Explain the different method of measuring trend. **(07 Marks)**

c. Fit an equation of the type $Y = a + bX$ for the following data and estimate the value for the year 2007.

Year	2001	2002	2003	2004	2005
Sales	30	50	80	110	170

(10 Marks)

6 a. What is Linear programming? **(03 Marks)**

b. Use the graphical method to solve the following linear programming problem.

Minimize $Z = 40x + 30y$

Subject to constraints $2x + 6y \geq 9$

$$4x + y \geq 6$$

$$x, y \geq 0$$

(07 Marks)

c. The activities of a project and other related information are given in table below.

Activity	Optimistic time	Most likely time	Pessimistic time
1 – 2	30	44	54
1 – 3	8	12	16
2 – 3	1	2	3
2 – 4	2	3	5
3 – 4	8	10	12
4 – 5	14	22	25

(i) Construct a PERT diagram.

(ii) Determine the probability of completion of a project in less than 60 days. **(10 Marks)**

7 a. Write the difference between PERT and CPM. **(03 Marks)**

b. Construct the network diagram for the various activities of a project and precedence relationship between them are shown in following table: **(07 Marks)**

| Activity	A	B	C	D	E	F	G	H	I	J	K
Predecessor	–	–	–	A	B	B	C	D	E	H, I	F, G

c. The table below gives a list of jobs and their duration in days,

(i) Draw the network and find the critical path and its duration.

(ii) Calculate ES, EF, LS, LF and total float.

Activity	a	b	c	d	e	f
Immediate Predecessor	–	–	a, b	a	d	c, e
Duration (in days)	3	14	3	7	4	10

(10 Marks)

8 Find the initial basic feasible solution for the following transportation model using,

(i) North-west corner role.

(ii) Least cost method.

(iii) Vogels approximation method.

	P	Q	R	Supply
A	1	2	6	7
B	0	4	2	12
C	3	1	5	11
Demand	10	10	10	

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(20 Marks)

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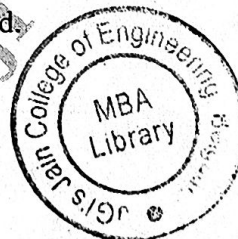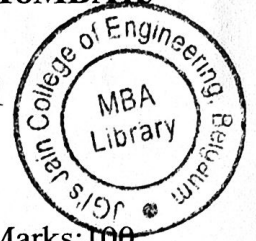
First Semester MBA Degree Examination, Jan./Feb. 2021
Marketing Management

Time: 3 hrs.

Max. Marks:100

Note: 1. *Answer any FOUR full questions from Q.No.1 to Q.No.7.*
2. *Question No. 8 is compulsory.*

1 a. What do you understand by the acronym 'STP'? **(03 Marks)**
   b. Explain the various steps in marketing planning, with appropriate illustrations. **(07 Marks)**
   c. Discuss the stages of product life cycle with relevant marketing strategies. **(10 Marks)**

2 a. Define "Direct Marketing". **(03 Marks)**
   b. Differentiate between Selling and Marketing. **(07 Marks)**
   c. Discuss the Macro Environmental factors that have an impact on the marketing decisions. **(10 Marks)**

3 a. What is product width? **(03 Marks)**
   b. Explain, what is channel conflict? Identify the causes of channel conflict. **(07 Marks)**
   c. Discuss the various kinds of pricing strategies in marketing. **(10 Marks)**

4 a. What do you understand by the term "skimming price"? **(03 Marks)**
   b. Explain the components of marketing audit. **(07 Marks)**
   c. Discuss the stages in the buying decision making process. **(10 Marks)**

5 a. What is "Niche Marketing"? **(03 Marks)**
   b. Describe the steps involved in personal selling. **(07 Marks)**
   c. Discuss the internal and external factors affecting pricing decisions. **(10 Marks)**

6 a. List out the elements of service mix. **(03 Marks)**
   b. "Cross cultural consumer analysis is used by multinational companies to design each factor in its marketing mix". Illustrate your answer with suitable examples. **(07 Marks)**
   c. Explain how the principles of classical conditioning theory can be applied to the development of marketing strategies. **(10 Marks)**

7 a. What is societal concept? **(03 Marks)**
   b. Describe product mix. Explain the four dimensions of product mix. **(07 Marks)**
   c. Evaluate Maslow's need hierarchy model and its marketing applications with appropriate examples. **(10 Marks)**

8 *CASE STUDY (compulsory)*

Fogg, a late entrant in the Indian deodorant market, created quite a stir, with disruptive instinct. Fogg identified a latent gap and created a product to fill the gap. This category challenger redefined the rules of the game, which promised "No Gas and More Sprays". By 2014, Fogg was Rs.2 billion brand, and the company Vini Cosmetics Pvt. Ltd was valued at Rs.11 billion. However, with competitive growing in the market with entry of other brands like Layer'r shot, offering similar propositions, the winning streak of FOGG had to be re-examined in order to re-create the magic again….

a. What do you understand by the term "Category Challengers"? Do you think Fogg is a category challenger. Examine.   **(05 Marks)**
b. Discuss how the marketing mix of Fogg can be tweaked/manipulated to offer a unique customer value proposition.   **(05 Marks)**
c. Examine how customer insight, advertising and bending contributed to the unique positioning strategy of Fogg.   **(05 Marks)**
d. Discuss the measures Fogg should undertake to increase its market share.   **(05 Marks)**

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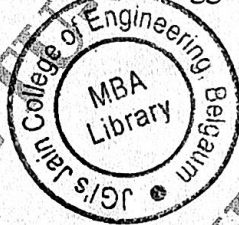
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First Semester MBA Degree Examination, Jan./Feb. 2021
Managerial Communication

Time: 3 hrs.   Max. Marks:100

Note: *1. Answer any FOUR full questions from Q.No.1 to 7.*
2. Q.No. 8 is compulsory.

1	a.	Define Communication.	(03 Marks)
	b.	Explain the process of communication with diagram?	(07 Marks)
	c.	Explain the purpose of communication.	(10 Marks)
2	a.	What is Press Release?	(03 Marks)
	b.	What is a Memo? Explain the structure of a Memo.	(07 Marks)
	c.	What is a Report?	(10 Marks)
3	a.	What is Conversion Control?	(03 Marks)
	b.	Explain 7 "C"s of successful communication?	(07 Marks)
	c.	What is Non-Verbal communication? Discuss the classification.	(10 Marks)
4	a.	List the different types of cases?	(03 Marks)
	b.	Explain Two sides of Effective Oral Communication.	(07 Marks)
	c.	With reference to an advertising in Times of India, write an enquiry letter to M/s Dhruv Store, Delhi.	(10 Marks)
5	a.	What is Press Conference?	(03 Marks)
	b.	Explain 3+3 writing process.	(07 Marks)
	c.	Discuss in detail Barriers to Communication.	(10 Marks)
6	a.	What is e-mail?	(03 Marks)
	b.	Prepare a press release on the National level workshop which you are holding in your institute on Human Resource Management in the month of August 2019.	(07 Marks)
	c.	What is a Proposal? Explain its parts.	(10 Marks)
7	a.	What is Metacommunication? Give example.	(03 Marks)
	b.	Briefly explain the benefits of Internet?	(07 Marks)
	c.	Explain the various Negotiation Strategies.	(10 Marks)

8   <u>Case Study</u> (Compulsory) :

"I don't want to speak to you, connect me to your boss" hissed the American on the phone. The young girl at Bangalore call centre tried to be as polite as she could.

At another call centre, another day another young girl had a Londoner unleashing himself on her. "Young lady do you know that because of you Indians we are losing jobs".

1 of 2
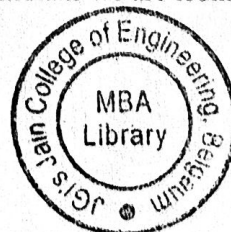
Companies involved in outsourcing both in the US and India have been getting a lot of hatemail. Against outsourcing and it is hardly surprising that some people would behave like this on the telephone. Indeed, the furor raised by the Western media over job looses because of outsourcing has made ordinary citizens sensitive to the fact that their calls are being taken not from their midst but in countries such as India and the Philippines. Although Customer Centre Executives face angry outbursts which has a tinge of racist and sexist abuse. Senior executives at call centres refuse to go on record for fear of kicking up a controversy that might result in their company's losing clients overseas.

Questions :

(i) Assume you are working as a Senior Executive at the customer care centre and are receiving irate calls. How would you handle such situations? **(05 Marks)**

(ii) Does the use of such abusive happenings on the telephone have any impact on the company give reasons to justify your answer. **(05 Marks)**

(iii) Explain in detail importance of communication. **(10 Marks)**

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