

I Semester M.B.A. Examination, May/June 2023

(CBCS)

MANAGEMENT

1.1 : Economics for Managers

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five of the following questions.

(5×5=25)

1. How the measurement of national income is done in India ?
2. Explain the model developed by Cyret and March. Explain the model on "objectives of firms" developed by Cyret and March.
3. What are the exceptions to the Law of Demand ? Give suitable examples.
4. Explain the difference between total utility and marginal utility.
5. Assume that there is a fruit seller who has 20 kilograms of apples to be sold and he wants to fix a price so that all the apples are sold. There are three customers in the market and their individual demand function are given as below :

$$D1 = 25 - 1.0P$$

$$D2 = 20 - 0.5P$$

$$D3 = 15 - 0.5P$$
 Determine the market demand equation for the fruit seller. And find out the price at which he can sell all the apples.
6. What are ridge lines ? Explain its importance in production.
7. Discuss the factors which accounts for increasing returns to scale and decreasing returns to scale.



SECTION – B

Answer any three questions, each carries 10 marks. (10×3=30)

8. Prepare sales forecast for 2003 with the help of the following data :

Years	1994	1996	1999	2000	2001
Sales (in thousands units)	20	25	28	27	30

9. Price rigidity is an essential aspect of normal oligopolistic price strategy explain.
10. Write short notes on
- Business Cycles
 - Skimming and Penetration pricing.
11. Explain the Producers equilibrium position with the help of IsoQuants.


SECTION – C

Compulsory question : (15×1=15)

12. Case study.

The changing lifestyles of Indian consumers, alongside an increase in nuclear families, have been fuelling the trend of out-of-home consumption of food. This market's growth is further sustained by the rise in working population and the spurt in disposable incomes which have resulted in higher expenditure on eating out/ordering-in. It is envisioned that these factors, along with other growth drivers, will continue to propel the market's growth over the short to long term. The spurt in the number of double-income households, is also instrumental to the restaurant market's growth. In essence, it is the convenience offered that builds the image and business of Restaurant.

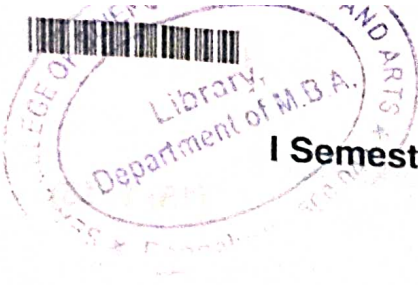
The demand of a restaurant is likely to be very elastic and downward sloping because there are many other food outlets available to customers with differentiated product, But the demand is not perfectly elastic (i.e. horizontal) because, each restaurant has something to offer other restaurants do not: for instance, convenience, location, elaborate menu, or just atmosphere. There is no barrier of entry or exit. A restaurant should accept customers as long as the



additional or marginal revenue exceeds the additional or marginal cost of the last meal served. This seems to be apparent in the reservation process which limits the number of patrons. Without reservations, the restaurant would either have to serve customers in overcrowded conditions or make them wait on line. All successful restaurants have scores of imitators. Non price competition is very evident in restaurant industry. For instance Several chains have attempted to duplicate McDonald, and siphoned some of its customers and profits. But, McDonald has fought back with extensive advertising. Brand name producers have a variety of means to make their products special to customers. Most important is advertisement which generic item producers would obviously not use.

Questions :

- 1) Which type of market competition this case belongs ? Give justification of your answer with suitable examples.
 - 2) What are the various ways of non price competition prevailing in restaurant industry ?
 - 3) Do you think that the economic effect of non price competition is an overall undesirable loss of allocative and productive efficiency: the customer pays more and is able to buy less ? Give your arguments for or against non price competition.
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**I Semester M.B.A. Examination, May/June 2023
(CBCS Scheme)
MANAGEMENT**

1.2 : Organisational Behaviour

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.

(5×5=25)

1. Explain the process of perception with a model.
2. What are the causes for inter-personal and inter-group conflicts ? Explain.
3. 'People resist change'. Explain with reasons.
4. OB is multi-disciplinary subject. Discuss.
5. Explain Ivan Pavlov's classical conditioning theory.
6. Define Personality. What are the determinants of personality ?
7. Explain the five stages of group development with the help of a diagram.

SECTION – B

Answer **any three** questions, **each** carries **10** marks.

(10×3=30)

8. 'Leadership is a dynamic process'. Explain the statement with two important theories of leadership.
9. Explain the three important motivational theories, with appropriate illustrations.
10. "Our personal and professional relationships can be greatly improved through understanding ourselves in depth and choosing those aspects of self that can be shared with others". Analyse the statement with the help of Johari window.
11. Explain the components of Transactional Analysis with appropriate examples.

SECTION – C

Compulsory question :

(15×1=15)

12. Case Study :

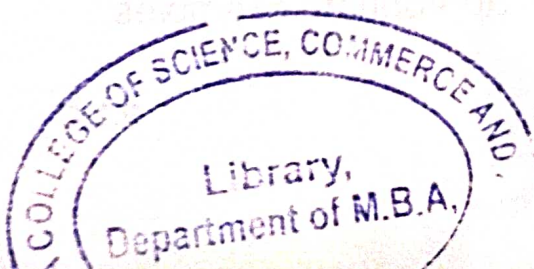
While growing-up, Daniel was always rewarded by his parents for showing independence. When he started school, he was successful both inside and outside the classroom. He was always striving to be like traffic patroller and lunch room monitor in grade school. Yet his mother worried about him because he never got along well with other children his own age. When confronted with this, Daniel would reply "well I do not need them. Besides they cannot do things as well as I can. I do not have time to help them. I am too busy improving myself". Daniel went on to do very well in both high school and college. He was always at or near the top of his class academically and was a very good long distance runner for the track teams in high school and college. In college he shied away from joining a fraternity and lived in an apartment by himself. On graduation he went to work for a large insurance company and soon became one of the top salespersons. Daniel is very proud of the fact that he was one of the top five salespersons in six of the eight years he has been with the company.

At the home office of the insurance company, the executive committee in-charge of making major personnel appointments was discussing the upcoming vacancy of the sales managers' job for the mid-western region. The HR manager gave the following report :

"As you know the mid-western region is lagging far behind our other regions as far as sales go. We need a highly motivated person to take that situation over and turn it around. After an extensive screening process I am recommending that Daniel be offered this position. As you know Daniel has an outstanding record with the company and is highly motivated. I think he is the person for this job".

Questions :

- Discuss various high and low motives appearing in this case.
- What type of motivation is desirable for people in sales positions ?
- "The good employee is always a good team leader". Justify your favor and against on the statement.





10903

I Semester M.B.A. Examination, May/June 2023
MANAGEMENT

1.3 : Accounting for Managers

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each carries 5 marks.

(5×5=25)

1. What is Window-dressing ?
2. What is activity based costing ?
3. Write a note on target costing.
4. What is GAAP ? Explain the need for GAAP.
5. The sales turnover and profit during two years were as follows.

Year	Sales	Profit
2020	14,000	1,500
2021	16,000	2,000

You are required to calculate :

- i) P/V Ratio
 - ii) Sales required to earn a Profit of Rs. 40,000
 - iii) Profit when sales are Rs. 12,000.
6. On 1-4-2020 ABC Ltd. purchased a machine costing Rs. 30,000 . It further purchased machinery on 1-10-2020 costing Rs. 20,000 and on 1-7-2021 costing Rs. 10,000. On 1-1-2022 one third of the machinery which was installed on 1-4-2020 became obsolete and was sold for Rs. 3,000.
Show machinery account in the books of the company. The depreciation rate is 10% p.a on WDV method.

7. The budgeted expenses for the production of 10,000 units in a factory are furnished below :

Particulars	Amount [Rs. Per unit]
Materials	70
Labor	25
Variable Overheads	20

P.T.O.



Fixed Overheads [1,00,000]	10
Direct Variable Overheads	5
Selling and Distribution Overheads [20% Fixed]	20
Administrative Expenses [50,000 rigid for all levels of Production]	5
	155

Prepare a budget for the production of 8,000 units.

SECTION – B

Answer any three questions, each carries 10 marks.

(10×3=30)

8. Discuss the users of accounting information and their informational needs.
9. The Expenses for Production of 10,000 units in a factory are furnished below.

Particulars	Amount [Rs. per unit]
Materials	70
Labor	25
Variable Overhead	20
Fixed Overhead	1,00,000
Direct Variable Expenses	5
Selling Expenses [10% fixed]	13
Distribution Expenses [20% fixed]	7

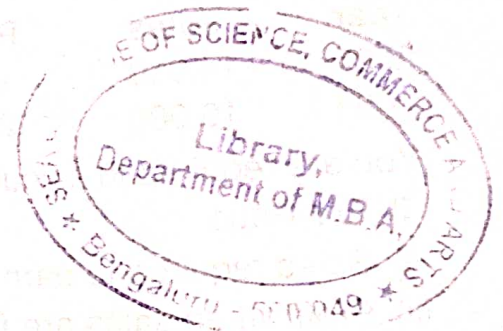
Prepare a budget for production of :

- a) 10,000 units
b) 8,000 units
c) 6,000 units

Show also unit and total cost at each level of productions.

10. The summarized Balance Sheet of PQR Traders Ltd. for the year ended 31-3-2020 is given below :

Liabilities	Amount	Assets	Amount
Equity Share Capital	1,40,000	Fixed Assets	1,85,000
Reserve and Surplus	45,000	Stock	25,000
Profit and Loss A/c	20,000	Debtors	30,000
Provision for Taxation	10,000	Cash	15,000
Creditors	40,000		
	2,55,000		2,55,000



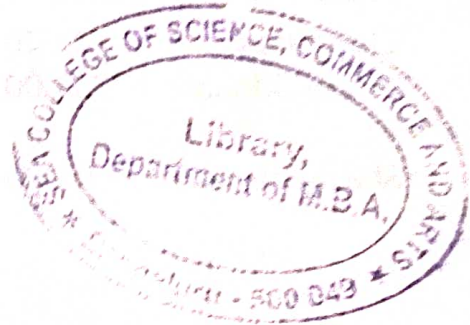


The following further particulars are also given below for the year :

Sales	1,20,000
EBIT	30,000
Net Profit after tax	20,000

Calculate the following ratios from the following information given by the company :

- i) Current Ratio
- ii) Liquidity Ratio
- iii) Profitability Ratio
- iv) Profitability on funds employed
- v) Debtors Turnover
- vi) Stock Turnover
- vii) Average Collection Period
- viii) Return on Equity.



11. PQR Ltd. is a company with an authorized capital of Rs. 4,00,000 divided into 4,000 equity shares of Rs. 100 each. 2,500 shares were fully paid up on 31-12- 2021. The following are the balances extracted from the books of the company as on 31-12-2021.

Particulars	Amount	Particulars	Amount
Stock	50,000	Advertisement	3,800
Sales	4,25,000	Bonus	10,500
Purchases	3,00,000	Debtors	63,700
Wages	70,000	Creditors	50,000
Discount Allowed	4,200	Plant and Machinery	80,500
Discount Received	3,150	Furniture	17,100
Insurance paid up to 31-3-2022	6,720	Cash at bank	1,49,500
Salaries	18,500	General Reserve	50,000
Rent	6,000	Loan from Managing Director	15,700
General Expenses	8,950	Bad debts	3,200
Profit and loss a/c [Cr]	6,220	Calls-in-arrears	5,000
Printing and Stationery	2,400		

You are required to prepare Profit and Loss A/c for the year ended 31-12-2021 and the balance sheet as on the date of the company. The following further information is given :

- a) Closing Stock Rs. 91,500.
- b) Depreciation to be charged on Plants and Machinery and Furniture at 20% and 10% respectively.
- c) Outstanding Liabilities : Wages Rs. 5,200; Salary Rs. 1,200 and Rent Rs. 600.
- d) Dividend at 5% on paid up share capital is to be provided.



SECTION – C

Compulsory Question.

(15×1=15)

Case Study.

12. From the following comparative Balance Sheets of Mangalore Ships Ltd. and additional information, Prepare a Cash Flow Statement for the year 2021.

Liabilities	2020	2021	Assets	2020	2021
Share Capital	70,000	80,000	Plant and Machinery	62,000	66,000
Share Premium	9,000	11,000	Accumulated Depreciation on Plant and Machinery	[37,000]	[26,200]
Retained Earnings	23,820	30,820	Building	95,000	1,16,000
7% Mortgage Loan	–	20,000	Accumulated depreciation on Building	[43,000]	[45,000]
Creditors Outstanding	6,900	6,000	Land	10,000	12,000
Salaries	2,000	1,400	Stock	10,220	9,620
Provision for Taxation	1,000	1,400	Debtors	8,600	7,600
			Prepaid Expenses	720	800
			Cash	6,180	9,800
	1,12,720	1,50,620		1,12,720	1,50,620

Additional Information :

- Plant costing Rs. 16,000 [accumulated depreciation Rs. 14,800] was sold during the year for Rs. 1,200.
- Building was acquired during the year at a cost of Rs. 21,000. In addition to cash payment of Rs. 1,000, a 7% mortgage loan was raised for the balance.
- Dividend of Rs. 8,000 was paid during the year.
- A sum of Rs. 13,900 was transferred to provision for taxation in the year 2021.

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I Semester M.B.A. Examination, May/June 2023
(CBCS)
MANAGEMENT
1.5 : Marketing Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each carries 5 marks.

(5×5=25)

1. Explain the steps involved in new product development process.
2. Bring out the implications of CSR to the millennial firms.
3. "Marketing is beyond sales and purchases". Discuss with appropriate justifications.
4. What is price ? Explain the steps involved in price setting.
5. Explain the role of integrated marketing communications to modern marketing firms.
6. Define services. Explain in brief the characteristics of services.
7. Explain the steps involved in the buying decision process.

SECTION – B

Answer any three questions, each carries 10 marks.

(10×3=30)

8. Explain the product life cycle and its strategies in detail with examples.
9. Explain the classification of products in detail with appropriate examples.
10. Explain the components of the marketing environment in detail.
11. Explain the different company orientations towards market place with appropriate examples.



SECTION – C

Compulsory question.

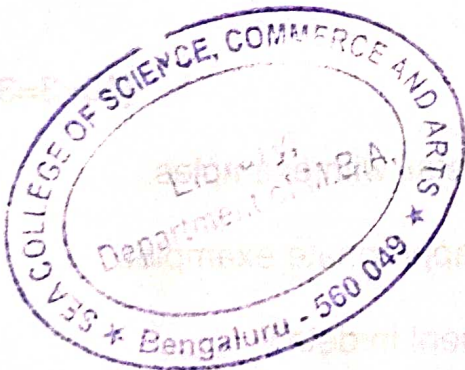
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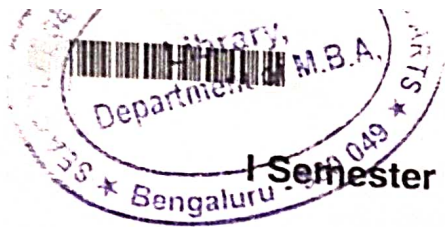
12. Case study.

The Indian teenage consumers are open to several global brands across countries. Brands have also leveraged the Indian market for improving market coverage and their brand presence. Several brands across sectors have realised the importance of building competitive products and services with unique features. Several restrictions imposed by the governments of foreign countries have restricted the free flow of goods and services. All thanks to LPG reforms as it has enabled in removal of cross border restrictions resulting in free movement of all the essential resources. Many marketers now believe that teenagers are now becoming “Global consumers” i.e., teenagers around the world are increasingly changing their consumption and purchasing pattern, specially in developing countries. Critically evaluate the following questions.

Questions :

- i) Explain how macro environmental factors influence the teenager’s global consumer behaviour.
- ii) How should brands cope up with this new trend in the market in order to sustain its customer base and also increase the market share ?





10906

I Semester M.B.A. Degree Examination, May/June 2023
(CBCS Scheme)
MANAGEMENT

1.6 : Perspectives of Business and Industry

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** question carries 5 marks. **(5×5=25)**

1. Briefly highlight the challenges faced by agricultural sector in India.
2. What are the macroeconomic factors that affect businesses in India ?
3. Explain the recent trends in Indian society that have impacted Indian businesses.
4. Discuss the dynamics of the Baghedari System in India with suitable examples.
5. What are the barriers to growth of business ? How can these be overcome ?
6. Enumerate the differences between Non-Governmental Organizations and Non-Profit Organizations.
7. What is FDI ? What are its benefits and what are the drawbacks ?

SECTION – B

Answer **any three** questions, **each** carries 10 marks. **(10×3=30)**

8. What is Corporate Social Responsibility ? Discuss the provisions of Companies Act 2013 with respect to Corporate Social Responsibility.
9. The Indian economy was opened up for foreign participation in 1991 . Highlight the changes in the Indian business ecosystem since then and how these have benefited the economy.
10. Explain the different types of productive system.
11. Using suitable examples in the Indian context, discuss the contribution of the services sector to the growth of the Indian economy.

P.T.O.



SECTION – C

Compulsory Question.

(15×1=15)

12. Case Study.

For nearly three decades, Nestle's Maggi noodles was the ultimate success story: an unlikely product embraced wholeheartedly by a difficult market. Over the last few weeks, it's become a case study of an entirely different sort – a textbook example of how not to handle a crisis. According to the World Instant Noodles Association, India consumed 5,340 million cups or bags of instant noodles through 2014. It counts among the fastest growing markets in the world for the snack, having almost doubled in size since 2010 when it accounted for 2,940 million units.

Maggi is estimated to have a 70 per cent share of the market, and contributes nearly 30 per cent to Nestle's Rs. 9,000 crore annual turnover. While starting off life as a snack for children, Maggi is widely consumed by students and young professionals, and is available even in the most inaccessible parts of the country; the Maggi Points on the Leh-Kargil highway for instance. By some reckonings, Maggi has declined 70 per cent in sales since the crisis.

It had been temporarily banned in Delhi, Tamil Nadu, Uttarakhand and Jammu and Kashmir. Kerala took it off shelves in all government run shops, the army issued an advisory to its canteens against the product and it'd also been dropped by retailers including Big Bazaar, Walmart, Hyper City and online store Bigbasket.

VK Pandey, an officer with UP's Food Safety and Drug Administration ended up doing what several deep pocketed global multinationals couldn't do: deal Maggi (a Top 5 Trusted brand according to last year's Brand Equity survey) a blow it may never entirely recover from. The food brand's troubles began when Pandey – who has a previous history of activism against targets as diverse as Britannia and a Lucknow based biryani house – sampled Maggi packs from Barabanki for MSG.

After his report was challenged by Nestle, the labs came up with an even more damaging verdict: not only was MSG present but the lead levels were nearly 7 times the permissible limit. On 30th of April, authorities in Lucknow ordered Nestle to recall a batch of noodles. In an emailed statement, the company claimed, "We are confident that these packs are no longer in the market. The company does not agree with the order and is filing the requisite representations with the authorities."



And then, in the weeks it took for the controversy to spread to social media and grow into a full blown crisis, Nestle appears to have done... not very much at all. It seems unaccountable, considering Nestle is an MNC and has been through enough rough patches to assume there would be a response mechanism. According to an industry veteran, "They've had complaints about one thing or the other every three years now, And they probably thought this would die down if they didn't do anything."

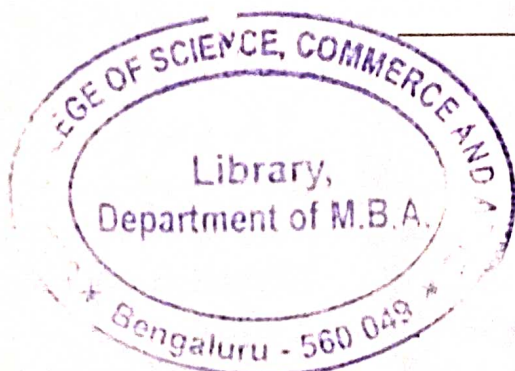
Among Nestle's first lines of defence was a four page PDF sheet with no company logo and a highly technical explanation says Srinivasan. Its social media sites went on a hiatus from posting starting on the 21st of May and coming back to life only on the 1st of June, critical days in which consumers were free to interpret the silence in whatever way they chose.

Part of the blame for Nestle's stilted response is laid at the door of its social media strategy. Srinivasan argues that most brands spare no expense while crafting a message over film or print. And yet this much loved product was "given an assembly line treatment on Facebook and Twitter."

A common complaint is how clinical Nestle's reaction has been. While the brand ambassadors are obviously scared of talking given the possibility of being dragged into a legal imbroglio, there's literally no face to the campaign at the time of going to print. Sourav Ray, chief strategy officer, Havas observes, "I would have expected the leadership team to have come out and taken ownership of this problem."

Answer the following questions.

- 1) Explain the background of the crisis faced by Nestle.
- 2) How did the crisis impact the business of Nestle in India ?
- 3) Discuss the reactions of Nestle Limited to the crisis. Was this sufficient ?
If not, how could the crisis have been handled in a better manner ?





10906

I Semester M.B.A. Degree Examination, May/June 2023
(CBCS Scheme)
MANAGEMENT

1.6 : Perspectives of Business and Industry

Time : 3 Hours

Max. Marks : 70

SECTION – A

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SECTION – B

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SECTION – C

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10907

I Semester M.B.A. Degree Examination, May/June 2023
(CBCS Scheme)
MANAGEMENT
1.7 : Communication Skills

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.

(5×5=25)

1. What is Business Communication ? Explain the importance of Business Communication.
2. Define effective report writing. Explain the stages of writing.
3. What are Listening Skills ? Brief about different types of Listening skills.
4. What do you mean by teams in organization ? Explain the characteristics of effective teams.
5. What is Organizational Conflict ? Explain the different sources of conflict.
6. Explain the barriers to oral communication.
7. Difference between verbal and non-verbal communication.

SECTION – B

Answer **any three** questions, **each** carries **10** marks.

(10×3=30)

8. Explain the fundamentals of oral communication. Discuss the different types of oral communication with example.
9. Write in detail about the anatomy of poor listener and features of poor listener.
10. What do you mean by negotiation in organization ? Explain the different types of negotiating strategies.

P.T.O.



11. Draft a commercial letter, as you are "James Thompson" part of a Cargo Company, requesting to tie up with "Hasker Software Solution", to track the status of the goods and to provide software solution to the Company.

From

James Thompson,
Executive Manager,
Thompson Cargo Pvt. Ltd.,
California

To

Laurie Philips,
Director,
Hasker Software Solution,
Norway

SECTION – C**(Case Study)****Compulsory Question.**

12. A German Junior Executive, Michael, working in a Computer Graphics Company, was unaware that he was making his team angry. They thought he behaved arrogantly and he seemed to think he was better than they were. He was up for a promotion, but unfortunately no one wanted to work with him, nor recommend him.

That's when the company called the Manager to see whether Michael was even aware of the feelings of his team. When the Manager talked to him, he didn't understand why people around him weren't as friendly as he expected them to be. So, the Manager first had to identify the inconsistencies in the communicative patterns of Michael and what attitudes he showed and why he was annoying people in order that corrective measures can be taken.

Questions :

- Imagine that you are the Manager and present how you would see that Michael improves his communication.
- Suggest methods to develop the interpersonal communication among the team members.
- What type of communication challenges Michael is facing ?



10907

I Semester M.B.A. Degree Examination, May/June 2023

(CBCS Scheme)

MANAGEMENT

1.7 : Communication Skills

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each carries 5 marks.

(5×5=25)

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SECTION – B

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8. Explain the fundamentals of oral communication. Discuss the different types of oral communication with example.
9. Write in detail about the anatomy of poor listener and features of poor listener.
10. What do you mean by negotiation in organization ? Explain the different types of negotiating strategies.

P.T.O.



11. Draft a commercial letter, as you are "James Thompson" part of a Cargo Company, requesting to tie up with "Hasker Software Solution", to track the status of the goods and to provide software solution to the Company.

From

James Thompson,
Executive Manager,
Thompson Cargo Pvt. Ltd.,
California

To

Laurie Phillips,
Director,
Hasker Software Solution,
Norway

SECTION – C
(Case Study)

Compulsory Question.

15

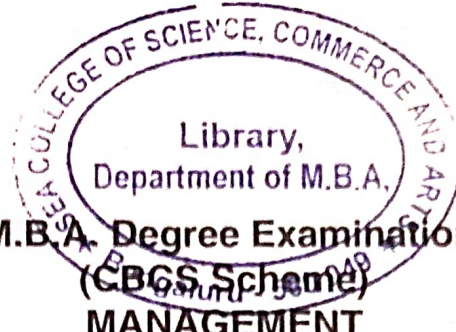
12. A German Junior Executive, Michael, working in a Computer Graphics Company, was unaware that he was making his team angry. They thought he behaved arrogantly and he seemed to think he was better than they were. He was up for a promotion, but unfortunately no one wanted to work with him, nor recommend him.

That's when the company called the Manager to see whether Michael was even aware of the feelings of his team. When the Manager talked to him, he didn't understand why people around him weren't as friendly as he expected them to be. So, the Manager first had to identify the inconsistencies in the communicative patterns of Michael and what attitudes he showed and why he was annoying people in order that corrective measures can be taken.

Questions :

- Imagine that you are the Manager and present how you would see that Michael improves his communication.
- Suggest methods to develop the interpersonal communication among the team members.
- What type of communication challenges Michael is facing ?





10901

I Semester M.B.A. Degree Examination, July 2022

(CBGS Scheme)
MANAGEMENT

Paper – 1.1 : Economics for Managers

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries **5** marks.

(5×5=25)

1. What is central problem of an economic ? Discuss.
2. Explain the concept of Production Possibility Curve (PPC) and its importance.
3. Explain the difference between GNP and GDP.
4. Explain the model on “objectives of firms” developed by Cyret and March.
5. What are the exceptions to the Law of Demand ? Give suitable examples.
6. Explain the difference between Cardinal utility and Ordinal utility.
7. Briefly explain the relation between marginal cost and average cost with the help of suitable example.

SECTION – B

Answer **any three** questions, **each** carries **10** marks.

(10×3=30)

8. What is price discrimination ? Explain different degrees of price discrimination. Which among the three degrees of price discrimination seems to be the most unrealistic to you ? Why ?
9. Write short notes on :
Skimming and Penetration pricing.
10. Explain the producers equilibrium position with the help of Isoquants.



11. Below are given figures of production (in thousand tons) of a Sugar factory :

Years	2014	2015	2016	2017	2018	2019	2020
Production ('000 tons)	77	88	94	85	91	98	90

Project the trend of Sales in the next five years.

SECTION – C

Compulsory Question.

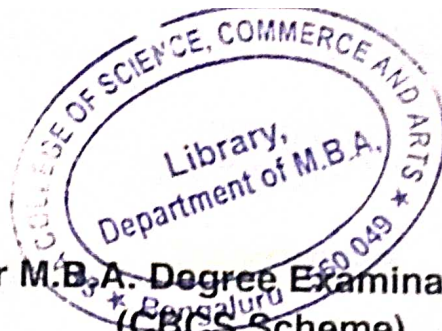
(15×1=15)

12. Case study.

Street food vendor is a person who offers food for sale to the public without having a permanently built structure but with a temporary static structure or mobile stall (or head-load). Street food vendors could be stationary and occupy space on the pavements or other public/private areas, or could be mobile, and move from place to place carrying their wares on push carts or in cycles or baskets on their heads, or could sell their wares in moving buses. Their products are homogeneous in nature, and they are priced accordingly. Consumers are free to make purchases at any vendor they prefer, and entry/exit barriers for sellers are virtually non-existent\ this may seem like a difficult environment to operate in. Owing to the large number of sellers, the prices of commodities remain more or less stable, and no single seller would be able to influence a price hike. In other words, sellers are compelled to adhere to market rules. Prices are determined by demand and supply forces and are fixed as per competitors in the industry. There transaction cost is nil as advertising is not done by them to differentiate the product. Market is extremely passive. It allows no space for innovation or advertising, which are considered to be the pillars of any profit-making enterprise. Product homogeneity is also viewed as an unfair condition which stunts the growth of the trade, and has an adverse effect on human lifestyle in the long run.

Questions :

- 1) Identify the type of market competition street food vendors belong. Give your justification for the same.
- 2) Explain the conditions which are applicable to them in the short run and in the long run.



10902

I Semester M.B.A. Degree Examination, July 2022
(CBCS Scheme)

MANAGEMENT

Paper – 1.2 : Organizational Behaviour

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions, **each** carries 5 marks.

(5×5=25)

1. "OB is an interdisciplinary subject." Discuss.
2. Briefly explain the determinants of personality with examples.
3. Elaborate on the effective ways of managing the perceptual process and avoiding perceptual errors.
4. Explain the classifications under organizational reward system.
5. Discuss the principles of learning with appropriate examples.
6. Elucidate the managerial challenges and issues in motivation.
7. What is organizational development ? Discuss the methods of organizational development.

SECTION – B

Answer **any three** questions, **each** carries 10 marks.

(10×3=30)

8. Explain transactional analysis in detail and discuss its merits and demerits.
9. Explain Victor Vroom's valence and instrumentality theory and bring out its implications to modern managers.
10. Discuss in detail the steps involved in the learning process with examples.
11. Explain in detail Hersey and Blanchard's situational leadership theory. Also bring out the challenges a leader would face in context with this theory.

P.T.O.

10902



SECTION - C

Compulsory Question.

(15×1=15)

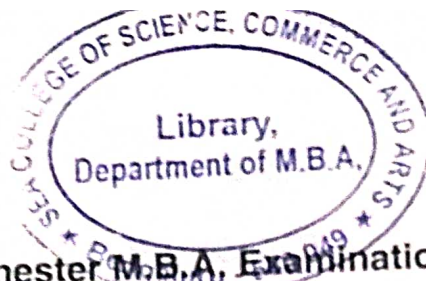
12. Case study.

Over the past century, the average age of the workforce has continually increased as medical science continues to enhance longevity and vitality. The fastest-growing segment of the workforce is individuals over the age of 55. Recent medical research is exploring techniques that could extend human life to 100 years or more. In addition, the combination of laws prohibiting age discrimination and elimination of defined-benefit pension plans means that many individuals continue to work well past the traditional age of retirement. Unfortunately, older workers face a variety of discriminatory attitudes in the workplace. Researchers scanned more than 100 publications on age discrimination to determine what types of age stereotypes were most prevalent across studies. They found that stereotypes suggested job performance declined with age, counter to empirical evidence presented earlier in this chapter that relationships between age and core task performance are essentially nil. Stereotypes also suggest that older workers are less adaptable, less flexible, and incapable of learning new concepts. Research, on the other hand, suggests they are capable of learning and adapting to new situations when these are framed appropriately. Organizations can take steps to limit age discrimination and ensure that employees are treated fairly regardless of age. Many of the techniques to limit age discrimination come down to fundamentally sound management practices relevant for all employees: set clear expectations for performance, deal with problems directly, communicate with workers frequently, and follow clear policies and procedures consistently. In particular, management professionals note that clarity and consistency can help ensure all employees are treated equally regardless of age.

Questions :

- 1) What changes in employment relationships are likely to occur as the population ages ?
- 2) Do you think increasing age diversity will create new challenges for managers ? What types of challenges do you expect will be most profound ?
- 3) How can organizations cope with differences related to age discrimination in the workplace ?

10903



I Semester M.B.A. Examination, July 2022

(CBCS Scheme)

MANAGEMENT

Paper – 1.3 : Accounting for Managers

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each carries 5 marks.

(5×5=25)

1. What is the difference between Financial Accounting and Cost Accounting ?
2. Define AS-10.
3. Distinguish between traditional costing and target costing.
4. What is the Du-pont model ?
5. From the following figures calculate the Debtors Turnover Ratio and Creditor Turnover Ratio :
Credit sales – 8,00,000
Creditors – 90,000
Bills Receivables – 45,000
Bills payables – 50,000
Credit purchase – 4,20,000
Debtors – 55,000.
6. A company has fixed expenses of ₹ 90,000, with sale at ₹ 3,00,000 and a profit of ₹ 60,000. Calculate the P/V ratio. If in the next period, the company suffered a loss of ₹ 30,000, calculate the sales volume. What is the Margin of safety for a profit of ₹ 60,000 ?
7. List any 5 IFRS and explain in detail.

P.T.O.

Answer any three questions, each carries 10 marks.

(10×3=30)

8. Explain different types of budgets.
9. Prime stone company charges depreciation on plant and machinery under the reducing balance method at 15% per annum. On 1st April 2017, the balance in ledger stood at 4,60,000. Following particulars are given relating to plant machinery during the 4 years ended 31st March 2021.

Date

- 1-9-2017 A machinery purchase for ₹ 20,000 (installation expenses ₹ 1,000) on 1-5-2015 was fully destroyed in an accident.
- 1-7-2018 Purchase a new machine costing ₹ 50,000 (installation expenses ₹ 2,500). A sum of ₹ 30,000 was paid on the same date on the balance was paid in May 2019.
- 31-8-2019 Purchase a plant and machinery on 1st April 2017 for ₹ 30,000 (installation expenses ₹ 1,500) was disposed of for ₹ 36,000.
- 1-11-2020 Some old machinery (book value 1-4-2017 Rs. 10,000) were sold for ₹ 4,000.

Prepare plant and machinery account as would appear in the books of the company for the four years ended 31st March, 2022, assuming depreciation is charged proportionately even if the asset is sold or destroyed.

10. The expenses budgeted for the production of 10,000 units in a factory are furnished below :

	Per unit (Rs.)
Materials	70
Labour	25
Variable factory overhead	20
Fixed factory overheads (Rs. 1,00,000)	10
Variable expenses (Direct)	5
Selling expenses (10% fixed)	13
Distribution expenses (20% fixed)	7
Administration expenses (Fixed Rs. 50,000)	5
Total	155

You are required to prepare a budget for the production of 6000 units and 8000 units.

11. State the areas where the services of a forensic accountant are in great demand.



SECTION – C

Compulsory Question :

(15×1=15)

12. From the following condensed comparative Balance Sheets of Bengal Traders Ltd. and additional information, prepare a cash flow statement for the year 2020.

Liabilities	2019	2020	Assets	2019	2020
Share capital	70,000	80,000	Plant and machinery	62,000	66,000
Share premium	9,000	11,000	Accumulation		
Retained earnings	23,820	30,820	depreciation on plant and machinery	(37,000)	(26,200)
7% mortgage loan	–	20,000	Building	95,000	1,16,000
Creditor's Outstanding salary	6,900	6,000	Accumulation depreciation on building	(43,000)	(45,000)
Provision for taxation	2,000	1,400	Land	10,000	12,000
	1,000	1,400	Stock	10,220	9,620
			Debtors	8,600	7,600
			Prepaid expenses	720	800
			Cash	6,180	9,800
	1,12,720	1,50,620		1,12,720	1,50,620

Additional Information :

- 1) Plant costing ₹ 16,000 (accumulated depreciation ₹ 14,800) was sold during the year for ₹ 1,200.
- 2) Building was acquired during the year at a cost of rupees ₹ 21,000. In addition to a cash payment of ₹ 1,000, a 7% mortgage loan was raised for the balance.
- 3) A sum of ₹ 13,900 was transferred to the provision for taxation account in 2020.
- 4) Dividend of ₹ 8,000 was paid during the year.

I Semester M.B.A. Degree Examination, July 2022
(CBCS Scheme)
MANAGEMENT
Paper – 1.4 : Statistics for Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions. Each question carries five marks : (5×5=25)

1. Explain the concepts of skewness and kurtosis with illustrations.
2. Fit a straight-line trend by the method of least squares for the following data. Also estimate the sales for the year 2022 :

Year	2016	2017	2018	2019	2020	2021
Sales (Rs. in lakhs)	3	8	7	9	11	14

3. From the following data, compute Pearson's correlation coefficient. Also find the probable error and discuss the significance of correlation :

Price	10	12	14	15	19
Demand	40	41	48	60	50

4. 1,000 students at college level were graded according to their I.Q. and the economic conditions of their homes. Use 5% level of significance to test whether there is a relationship between economic conditions at home and I.Q.

Economic Conditions	IQ		
	High	Low	Total
Rich	460	140	600
Poor	240	160	400
Total	700	300	1,000

5. A committee is to be constituted by selecting three people at random from a group consisting of 5 Economists and 4 Statisticians. Find the probability that the committee will consist of :
 - a) 3 Economists
 - b) 3 Statisticians.
6. What is Probability Sampling ? Explain about different types of probability sampling.



7. A sales manager wants to know whether a special promotional campaign is a success. Following table depicts the data. Test at 5% level of significance, whether it is a success :

Retail Outlets	1	2	3	4	5
Sales before campaign	110	120	123	132	125
Sales after campaign	120	118	125	136	121

SECTION – B

Answer any three questions. Each question carries ten marks :

(3×10=30)

8. Compute Laspeyre's, Paasche's and Fisher's price index number for 2021 and prove that Fisher's price index number satisfies the time and factor reversal tests :

Commodity	2020		2021	
	Price (Rs.)	Quantity (Kg.)	Price (Rs.)	Quantity (Kg.)
A	15	12	20	18
B	18	15	23	19
C	10	14	14	17
D	20	19	25	23
E	16	20	19	21

9. The customer accounts of a certain departmental store have an average balance of Rs. 1,200 and a standard deviation of Rs. 400. Assuming that the account balances are normally distributed.
- What percentage of the accounts is over Rs. 1,500 ?
 - What percentage of the accounts is between Rs. 1,000 and Rs. 1,500 ?
 - What percentage of the accounts is below Rs. 2,000 ?
 - What is the probability that the accounts are between Rs. 800 and Rs. 1,600 ?
10. A manufacturing company has to select one of the two products A or B for manufacturing. Product A requires investment of Rs. 20,000 and product B Rs. 40,000. Market research survey shows high, medium and low demands with corresponding probabilities and returns from sales in Rs. Thousand for the two products in the following table :

Market demand	Probability		Return from sales	
High	0.4	0.3	50	80
Medium	0.3	0.5	30	60
Low	0.3	0.2	10	50

Construct an appropriate decision tree. What decision the company should take ?



11. Following information is obtained from the records of a business organization :

Sales (in '000)	91	53	45	76	89	95	80	65
Advertisement Expense (in '000)	15	8	7	12	17	25	20	13

You are required to :

- i. Compute regression coefficients
- ii. Obtain the two regression equations and,
- iii. Estimate the advertisement expenditure for a sale of Rs. 1,20,000.

**SECTION – C
(Compulsory)**

12. Case study :

(1×15=15)

The following data presents the number of units of production per day turned out by 5 different workers using 4 different types of machines :

Workers ↓	Machine Type			
	A	B	C	D
1	44	39	45	36
2	46	40	52	43
3	36	37	44	32
4	43	38	46	33
5	38	42	49	39

At 5% level,

- a) Test whether the mean production is the same for the different machine types.
 - b) Test whether the 5 workers differ with respect to mean production.
-



I Semester M.B.A. Degree Examination, July 2022
(CBCS Scheme)
MANAGEMENT

Paper – 1.5 : Marketing Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** questions and **each** carries **5** marks.

(5×5=25)

1. Explain with examples the different orientations a company might have toward the marketplace.
2. What is Customer Perceived Value ? How can monitoring customer satisfaction help a company ?
3. What are the different bases of market segmentation ?
4. Explain brand positioning and competitive advantage.
5. List the six levels of product hierarchy using an example of your choice.
6. What are the four distinctive service characteristics that affect the design of marketing programs ?
7. What are private label brands, and how are they different from generic brands ?

SECTION – B

Answer **any three** questions and **each** carries **10** marks.

(10×3=30)

8. List the steps in developing effective communication.
9. What are the five adopter groups, and how do they differ in their motives for adopting or resisting a new product ?
10. What is channel power ? List the types of power manufacturers use to influence channel members' behaviour.
11. Explain socially responsible marketing and cause-related marketing with examples.



SECTION - C

Compulsory Question.**(15×1=15)**

12. Case Study.

The Covid 19 Pandemic resulted in extraordinary increase in laptop and notebook sale because of the need to work and educate from home. Many sellers such as HP, Dell, Lenovo, Acer and Asus benefitted from the surge in demand for computing devices. Also, given their existing strong presence and a manufacturing base (for some items) in India - these companies enjoy a competitive edge in pricing. Samsung is planning to import the laptops from Vietnam in the first phase.

Samsung is re-entering India after almost nine years - having left in the year 2014. The company believes that the demand from schools, offices, and establishments will continue and hopes to offer sophisticated products to satisfy the rising demand. Samsung is interested in launching only Laptops and aims to achieve a 10 per cent market share by December 2022. The laptop market in India has grown from \$4.9 billion in 2019 to \$9.2 billion in 2021. The number of units sold in 2022 is forecasted at 12.3 million units. Samsung aims to attract its existing customers of smartphones and watches also to purchase Samsung laptops. The company will target professionals, enterprises, daily users and students. The company plans to sell its laptops through the Amazon India website and its own website - it has not decided to sell offline, yet.

Questions:

- a) What environmental factors have led to Samsung's plan to re-enter India ?
 - b) What, according to you, will affect Samsung Laptop's success in India, given the presence of strong competition ?
-



I Semester M.B.A. Degree Examination, July 2022
(CBCS Scheme)
MANAGEMENT

Paper – 1.6 : Perspectives of Business and Industry

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five questions, each carries 5 marks : (5×5=25)

1. What do you understand by business ? Explain its role and importance.
2. Write a short note on the structure of Indian Economy.
3. Discuss the entrepreneurship culture in India.
4. Describe the meaning of crisis. Explain the various stages that are involved in crisis.
5. Discuss the role of Badegari sector in Indian Business.
6. Elucidate the importance of Swadeshi Movement for the growth of Indian Business.
7. Define and explain the role of Voluntary Organizations.

SECTION – B

Answer any three questions, each carries 10 marks : (10×3=30)

8. Explain the recent trends and future scenario of Indian services sector.
9. Discuss the linkage of IT and ITeS system with manufacturing and agriculture.
10. Write a brief description on the present status and performance of food processing, textiles and tourism industry.
11. Explain the Industrial Policy, 2014 and its importance to Indian Business.
12. Discuss the different types of NGO's.

P.T.O.

10906



SECTION - C

Compulsory question :

(15×1=15)

13. Case study :

In 2009, Maclaren issued a recall for every stroller it had sold in the US for a decade, which was around 1 million units. The strollers were recalled so that a cover could be mounted to stop amputation of a baby's fingers, which ought to show up if the toddler were to be in the stroller in the incorrect spot. As a luxury brand, this incident proved to be detrimental even though it was a case of misuse of the product and not a manufacturing defect. Experts are of the view that Maclaren did take the correct step in the aftermath of the recall, asking for a fast track recall from the Consumer Product Safety Commission and soon as it started spreading through the press, saving face and in addition embracing a mission of toddler safety.

Questions :

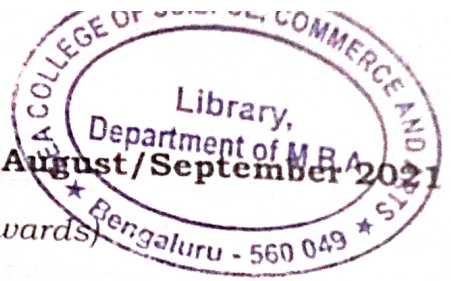
- a) Explain the business dimensions and growth of Maclaren.
- b) Is it a correct step that was taken by Maclaren to protect baby's ? Explain.

Handwritten notes in blue ink, possibly "Product Safety" and "Recall".

SECTION - B

10901

First Semester M.B.A. Degree Examination, August/September 2021
(CBCS Scheme - 2014-15 onwards)



Management

Paper 1.1 - ECONOMICS FOR MANAGERS

Time : 3 Hours]

[Max. Marks : 70

SECTION - A

Answer any **FIVE** questions. Each question carries **5** marks : (5 × 5 = 25)

1. Explain the concept of cross elasticity of demand with an example.
2. Discuss the nature of the firm.
3. Describe the kinked demand curve with a graph.
4. Write short note on "Marginal Product and Average Product".
5. Is it possible to earn profit in the perfect competition? Justify your answer.
6. Explain the features of Oligopolistic market.
7. Identify the areas of decision making where managerial economics prescribes specific solutions to business problems.

AB369786

SECTION - B

Answer any **THREE** questions. Each question carries **10** marks : (3 × 10 = 30)

8. What are the quantitative and qualitative methods of demand forecasting? Explain in brief.
9. Discuss the causes of the inflation and the control measures.
10. Explain the concepts : AFC, AVC, ATC and MC with appropriate graphs.
11. Availability of substitute products and its price are considered as two major determinants of Price Elasticity of Demand. Explain the Price Elasticity of Demand with appropriate graphs.

SECTION - C

Compulsory question :

(1 × 15 = 15)

12. Case Study :

Case : Future outlook of Indian IT Sector :

IT sector has made significant contributions to India's economic growth in terms of GDP, increase in foreign exchange earnings as well as employment generation. Its contribution to GDP has increased tenfold in the last decade from 0.6% to 6% till 2009-10.

The sector has helped India transform from a rural and agriculture-based economy to a knowledge based economy. Besides this, the lives of people have been positively influenced by direct or indirect contribution of IT sector to various parameters such as employment, standard of living, per-capita income etc. In the last ten years the IT sector in India has grown at an average annual rate of 28%. India accounts for almost 51% of the global sourcing market.

India has emerged as the preferred destination for IT services owing to the cost advantage and talent pool. Exports contribute around 75% of the total revenue from the IT sector in India. However due to increase export orientation and lesser domestic consumption the sector suffered a major hit in the recession that shook the globe in 2008-09. In the year 2010, different economies have started recovering but at varying pace.

Indian companies have subsequently begun tapping other geographical markets and domestic consumption has also relatively increased. According to NASSCOM, India can reach \$ 130 Billion in IT revenue by 2015, with CAGR of 14%. With this, it would be contributing to 7% of annual GDP and creating 14.3 million employment opportunities. With the government taking active measures to stimulate the growth of IT sector with the emergence of BPO and KPO over last few years, India is expected to climb the global value and knowledge chain. In long-term we can expect the Indian IT sector to see good growth.

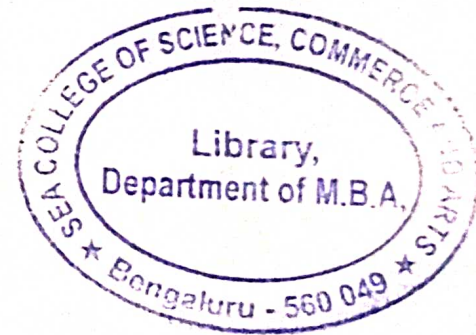
Different segments of the sector are set to experience different growth rates. BPO industry have experienced high growth but the Software and Information Technology Enabled Services (ITES) segment is expected to see slower growth. However, on an individual basis each company has to compete with other

10901

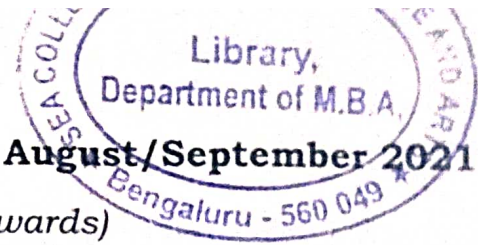
domestic as well as global players. They have to adapt new business models to compete with global players e.g. Cloud, On-demand services, and SaaS. With increased threat from countries like China, the companies will suffer loss unless they change business models. It is very important that while investing in a company, an investor selects a sector, where the long-term future prospects are bright.

Questions :

1. What are the growth drivers of the IT sector in India?
2. Illustrate with example, the contribution of IT sector in the growth of Indian economy.
3. 'Bengaluru is now on the global map for IT and ITES.' – Discuss.



10902



First Semester M.B.A. Degree Examination, August/September 2021
(CBCS Scheme - 2014-15 onwards)

Management

Paper 1.2 – ORGANISATIONAL BEHAVIOUR

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

Answer any **FIVE** questions. Each question carries 5 marks : (5 × 5 = 25)

1. Define Organisational Behaviour. What are the various benefits of application of OB in organisational setting? Narrate with apt examples.
2. What are the factors which determine Personality? How Personality is shaped?
3. What are the various theories of Motivation? Discuss how Managers can motivate employees in Organisation for better performance?
4. What is Johari Window? How can it be used in Conflict Management in Organisation?
5. How can culture play a role in Organisational Effectiveness? Discuss with few organisational examples.
6. Define Organisational Development and Change. What are the various stages of Change?
7. What are the factors which contribute for Discipline at workplace? What will be the role of Manager in bringing discipline in employees?

SECTION – B

Answer any **THREE** questions. Each question carries 10 marks : (3 × 10 = 30)

8. What is the learning process? What are the different ways through which people learn at workplace?
9. Define Attitude. How attitudes are formed and what are the types of attitude?
10. What are the various stages of team building? What is the role of manager in Team formation?
11. Define Leadership. Distinguish between leader and a Manager with apt examples.

SECTION - C

Compulsory question :

(1 × 15 = 15)

12. Case Study :

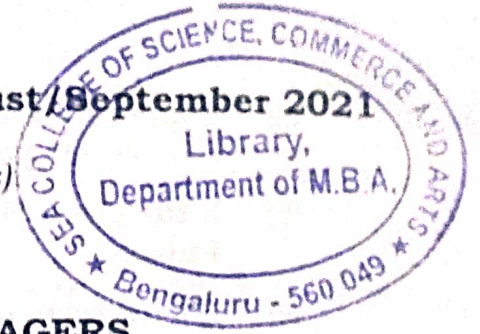
On the first day of all employees coming back after a gap of one month to the workplace, the HR Manager noticed a low energy in employees. The reasons may be due to long gap and a holiday. Since it was first day, HR manager dint mind but took notice of such employees behaviour. After 20 days of work, same behaviour was observed and employees had low energy at workplace. When the Productivity data was analysed, there was s sharp decline in output. This was a serious concern for Management and the CEO also was not happy with the progress in last twenty days. The HR Manager brought this to the notice to the Management/CEO, and Management decides to call for an OB Consultant (that is You). Once you reached the Organisation, the Management has meeting with you, and the discussion is around the employee behaviour and its effect on performance and productivity. After the meeting, you are given certain task to plan, and as an OB Consultant, you have to do the following work.

1. What will be your methodology to understand the employee behaviour? What parameters would you consider to understand the relationship between behaviour and productivity/performance? (5)
 2. If a Motivation activity has to be organised, what will you plan to do? How do you measure the effectiveness of such Motivation activity? (5)
 3. What are the ten questions you would ask employees to know the employee engagement level? (5)
-

10903

First Semester M.B.A. Degree Examination, August/September 2021

(CBCS Scheme – 2014-15 onwards)



Management

Paper 1.3 – ACCOUNTING FOR MANAGERS

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

Answer any **FIVE** questions. Each question carries **5** marks : (5 × 5 = 25)

1. What are the ethical issues in accounting?
2. 'Entity' and 'Continuity' concepts are inter-related. Comment.
3. A small delivery truck purchased by Satish on January 1, 2016 :

Cost – \$ 13,000

Expected salvage value – \$ 1,000

Estimated useful life (years) – 5

Estimated useful life (miles) – 100,000

Miles expected used are :

Year	Units of Activity (Miles)
2016	15,000
2017	30,000
2018	20,000
2019	25,000
2020	10,000

Prepare schedule of depreciation on the basis of Straight Line Method.

4. A store sells t-shirts. The average selling price is Rs.15 and the average variable cost (cost price) is Rs.9. Thus, every time the store sells a shirt it has Rs.6 remaining after it pays the manufacturer. This Rs.6 is referred to as the unit contribution.

- (a) Suppose the fixed costs of operating the store (its operating expenses) are Rs.100,000 per year. Find Break-even in units?
- (b) If the owner desired a profit of Rs.25,000, what will be break-even point in Rupees?
- (c) If fixed costs rose to Rs.110,000, break-even in units' volume would be?
- (d) If the average selling price rose to Rs.16, break even volume would fall?

5. Calculate Current Ratio from the following information :

Particulars	Rs.
Inventories	50,000
Trade receivables	50,000
Advance tax	4,000
Cash and cash equivalents	30,000
Trade payables	1,00,000
Short-term borrowings (bank overdraft)	4,000

6. Who can become Forensic Accountant?
7. Explain Dupoint Analysis.

SECTION - B

Answer any **THREE** questions. Each question carries **10** marks : **(3 × 10 = 30)**

8. What is Accounting? What are its branches? Who are the parties interested in accounting information?
9. The summarized Balance Sheet of Bhadresh Ltd. as on 31.12.2019 and 31.12.2020 are as follows :

Liabilities	Rs.	Rs.	Assets	Rs.	Rs.
Share capital	4,50,000	4,50,000	Fixed Asset	4,00,000	3,20,000
General Reserve	3,00,000	3,10,000	Investment	50,000	60,000
Profit & Loss A/c	56,000	68,000	Stock	2,40,000	2,10,000
Creditors	1,68,000	1,34,000	Debtor	2,10,000	4,55,000
Tax provision	75,000	10,000	Bank	1,49,000	1,97,000
Mortgage Loan	-	2,70,000			
	<u>10,49,000</u>	<u>12,42,000</u>		<u>10,49,000</u>	<u>12,42,000</u>

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Additional details :

Investment costing Rs.8,000 was sold for Rs.8,500.

Tax provision made during the year was Rs.9,000.

During the year part of fixed assets costing Rs.10,000 was sold for Rs.12,000 and the profit was included in Profit and Loss Account.

You are required to prepare cash flow statement for 2020.

10. The Profit volume ratio of X Ltd. Co. is 40% and margin of safety is also 40%. Work out the following is the sales volume is Rs.1.50 lakhs.
- (a) Break-even point
 - (b) Net profit
 - (c) Fixed cost
 - (d) Sales required to earn a profit of Rs.30,000.
11. Describe the process of setting IFRS standards.



SECTION - C

Compulsory question :

(1 × 15 = 15)

12. Case Study :

From the following Balance Sheet of Deva Ltd. as on 31st December 2019 and 2020, prepare :

- (a) Schedule of changes in working capital
- (b) Funds Flow Statement

Balance Sheet

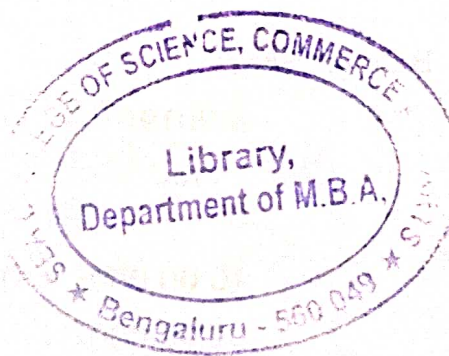
	2019	2020
	Rs.	Rs.
Liabilities :		
Sundry Creditors	10,00,000	10,30,000
Bills payable	2,00,000	2,50,000
Debentures	8,80,000	8,80,000
Provision for Depreciation	2,00,000	1,12,000
Reserves and Surplus	6,00,000	7,80,000
Share Capital	14,00,000	17,40,000
	<u>42,80,000</u>	<u>47,92,000</u>

10903

	2019	2020
	Rs.	Rs.
Assets :		
Cash	16,00,000	17,76,000
Sundry Debtors	4,00,000	7,40,000
Stock of goods	6,00,000	6,88,000
Land	1,60,000	1,60,000
Building	8,00,000	6,40,000
Plant and Machinery	6,00,000	6,80,000
Debenture Discount	80,000	72,000
Patents	40,000	36,000
	<u>42,80,000</u>	<u>47,92,000</u>

Additional information :

1. Net profit for the year 2020 is Rs.4,00,000.
2. Dividend paid Rs.80,000.
3. Depreciation charged Rs.32,000.
4. The company issued Equity shares for Rs.2,00,000 bonus shares of Rs.1,40,000.
5. The building was sold for Rs.56,000 the cost and book value being Rs.1,60,000 and Rs.40,000 respectively.



10904

First Semester M.B.A. Degree Examination, August/September 2021

(CBCS Scheme – 2014-15 onwards)

Management

Paper 1.4 – STATISTICS FOR MANAGEMENT

Time : 3 Hours]

[Max. Marks : 70

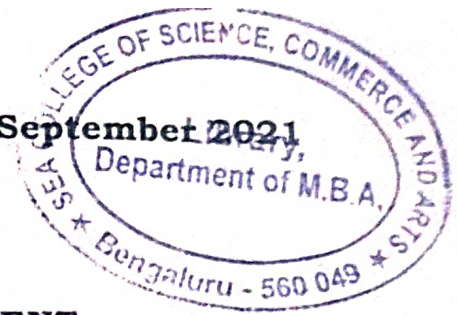
Instructions to Candidates : Statistical Tables and Calculators are allowed.

SECTION – A

Answer any **FIVE** questions. Each question carries **5** marks : (5 × 5 = 25)

1. Explain the role of Statistics in managerial decision making. Illustrate with examples.
2. A batsmen's scores for six games were 182, 178, 184, 190, 170 and 172. Using these data as a sample compute the following descriptive statistics :
 - (a) Standard Deviation
 - (b) Variance
 - (c) Coefficient of Variation
3. What is meant by asymmetric distribution? Explain the types with suitable illustrations.
4. Five students A, B, C, D and E are given a problem to solve the probabilities are $\frac{1}{3}$, $\frac{1}{5}$, $\frac{1}{6}$, $\frac{1}{9}$ and $\frac{1}{8}$ of solving the problem. What is the probability that the problem will be solved?
5. From the following data, find the linear trend and forecast the production for the next two years of a certain company :

Year :	2014	2015	2016	2017	2018	2019
Production ('000 kgs) :	64	70	82	69	75	90
6. A company manufactures metal boxes. The monthly production is 4750 boxes. If the average diameter of the boxes is 6 cm and the standard deviation 2.5 cm, find :
 - (a) How many boxes have a diameter between 9 cm and 12 cm?
 - (b) How many boxes have a diameter between 5 cm and 2 cm?



7. Using the Chi Square Test, determine whether the medicine given to cattle was effective or not.

Details	Took medicine	Did not take medicine	Total
Fell ill	150	250	400
Did not fall ill	375	475	850
Total	525	725	1250

SECTION - B

Answer any **THREE** questions. Each question carries **10** marks : $(3 \times 10 = 30)$

8. Construct Laspeyre's, Paache's and Ideal index for the following data and prove that Ideal index satisfies the time reversal and factor reversal tests for the data below :

Commodity	Price		Quantity	
	2018	2019	2018	2019
P	13	15	9	18
Q	16	17	12	19
R	14	15	16	10
S	12	13	20	15

9. What is meant by Sampling? Discuss the various methods of Sampling.
10. From the data given below, you are required to
- Calculate the correlation coefficient.
 - Find the standard error and discuss the significance of correlation.
 - Find the two regression equations.

Sales :	42	44	50	54	60	70	85
Purchases :	26	30	35	37	45	50	65

10904

11. A study was carried out on the advertising methods of a brand of product. The unit sales achieved by five stores was recorded as under :

	Store A	Store B	Store C	Store D	Store E
Method 1	78	85	82	88	79
Method 2	81	92	77	80	75
Method 3	78	83	70	76	82

At 1% level of significance establish there is a significant difference between the Sales in the different stores using F-ratio.

SECTION - C

Compulsory question :

(1 × 15 = 15)

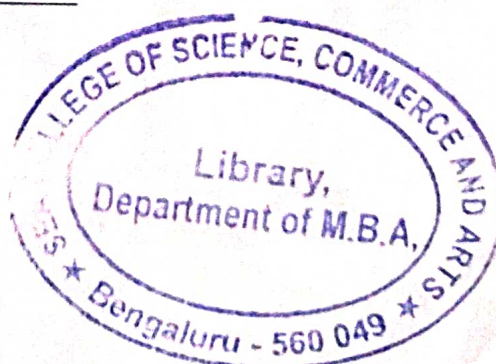
12. Case Study :

Prakash has two investment options, but he can take up only one option at a time.

Option one : He can start a restaurant for an investment of Rs.10,00,000. The outcome will be success (probability of 90%) with a cash inflow of Rs.12,00,000. If he fails he incurs a loss of Rs.2,00,000. If he succeeds he can decide to open a fast food joint for Rs.6,00,000. The outcome would be success (probability 75%) with a cash inflow of Rs.8,50,000. Failure means he can still salvage Rs.3,25,000.

Option two : He can start a readymade dress showroom for Rs.8,00,000. The success will be 80% with a cash inflow of Rs.10,00,000. Failure means he can still salvage of Rs.5,00,000.

Draw a decision tree and a pay off table. Advise Prakash on the most profitable option to undertake.



First Semester M.B.A. Degree Examination, August/September 2021

(CBCS Scheme – 2014-15 onwards)

Management

Paper 1.5 – MARKETING FOR CUSTOMER VALUE

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

Answer any **FIVE** questions. Each question carries **5** marks : **(5 × 5 = 25)**

1. Explain the market opportunity by using Ansoff's Market Expansion Grid Matrix with a suitable example.
2. Discuss the Market research process with a relevant example.
3. Explain the buyer decision making process of consumer behaviour with a suitable example.
4. Discuss any five different kind of pricing strategies the marketers use with relevant example.
5. Discuss various social media marketing tools and explain its impact on today's business.
6. Explain the concepts of core competency and competitive advantage with suitable examples.
7. Discuss the characteristics of services that differentiate it from the product.

SECTION – B

Answer any **THREE** questions. Each question carries **10** marks : **(3 × 10 = 30)**

8. Marketers rarely limit the Segmentation basis to just one or few variables. Apply the multiple segmentation basis for identifying the target market for a newly opened restaurant in Electronic city.
9. Design and Develop an effective integrated marketing communication strategies for the newly opened Brand factory outlet at Electronic city by clearly defining the objectives.

10. You are marketing manager of a medium size manufacturing company. The President has just made the following statement "The distribution activity is not a concern of the marketing department. The function of the marketing department is to sell the product.... let be rest of the company handle production and distribution."

How would you reply to this statement? Discuss whether you agree or disagree with the statement and justify your answer.

11. Design a new product of your choice by explaining the various process involved in new product development.

SECTION - C

Compulsory question :

(1 × 15 = 15)

12. Case Study :

A lot can happen over cup of coffee

Cafe Coffee Day is owned by the ABCTCL, which is the largest producer of Arabica Coffee in Asia. Started in 1996 by Late. V.G. Siddarth, CCD pioneered the cafe concept in India. By 2000, the company had just 14 outlets in six cities.

Then the company started on a massive expansion program that has seen it set up nearly 1000 outlets in India in ten years. It also has shops in Vienna and Karachi and has plans to expand to other overseas destinations.

CCD is innovative

Brand experience : CCD made coffee drinking popular among Indian youth by offering an brand experience environment and other value additions. This meant that customers were willing to pay much higher for a cup of coffee.

Reinforcing brand with cluster approach : CCD created entry barriers by opening multiple outlets within short distance of each other in major cities. The Mumbai suburb of Bandra, for example has six outlets.

Multiple formats : CCD has various formats of Cafe's including High Street Cafes, Garden Cafes, Mail Cafes, Highway Cafes, etc.

Company owned franchise : All the outlets are company owned. While this makes it more expensive to run, it ensured that there was no brand dilution.

Vertical integration : by integrating the value chain, 'from bean to the cup', ABCTCL was able to reduce costs, assure adequate supply demand, and gain economies of operation.

Details and Stats :

There are 900+ Cafe Coffee Day shops in 130 cities in India. All the shops are owned and operated by the company. The store ranges from 800-2000 sq.feet. Coffee Day was voted India's 2nd most trusted brand in 'Food Services' in the Economic Times Brand Equity Survey 2008. Around 450,000 customers visit Coffee Day shops every day.

Questions :

- (a) How best is CCD in managing the foot fall density of customers with its store size effectively? (6)
 - (b) Suggest some promotional strategies to increase the customers visit to CCD. (9)
-

10906

First Semester M.B.A. Degree Examination, August/September 2021

(CBCS Scheme – 2014-15 onwards)

Management

Paper 1.6 – BUSINESS AND INDUSTRY

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

Answer any **FIVE** questions. Each question carries **5** marks : **(5 × 5 = 25)**

1. Explain Manorial and Feudal system.
2. Explain Core and Support business processes.
3. Write a short note on forms of enterprises.
4. Explain the nature of Indian economy.
5. What is the impact of Covid-19 pandemic on Tourism and Health care industry of India?
6. What do you mean by CSR? Explain CSR Rule as per Companies Act 2013.
7. Discuss the challenges faced by startups and MSME sector in India.

SECTION – B

Answer any **THREE** questions. Each question carries **10** marks : **(3 × 10 = 30)**

8. Unexpected event that threatens to harm the organization or its stakeholders is a challenging task to most of the organization. Explain in detail the types and stages of crisis and how to manage such crisis.
9. Explain in detail the current entrepreneurship eco system and start-up eco system of India.
10. Explain the recent trends and future scenario of the three major sectors namingly Agriculture, Manufacturing and Service on Indian economy with proper example.
11. Whether new economic policy 1991 of India created a big impact on the Industry? Explain the objectives, features and impact of new economic reforms in detail.

Compulsory question :

(1 × 15 = 15)

12. Case Study :

Pain of Partnership

Mahesh and Raja met while working at a Compaq disc production company. Mahesh was in charge of editorial and production, Raja ran the sales force. Mahesh decided to start his own company and invited Raja to join him. Raja would handle sales and administration, while Mahesh managed the clients and directed production.

MR communications seemed like a perfect partnership. Things seemed to be going well, and they even landed a major project.

As time went by, raja decided that he wanted a "creative" job too. He spent most of his time producing Compaq discs rather than looking for new business. Mahesh's loyalty to Raja made him blind to many things that were obvious to others. Because of their friendship, he trusted that Raja was taking care of his side of the business. As it turned-out, Raja was not very good at the tasks he had taken on. He made mistakes that reduced expected profits. He was not making new sales contacts, which was supposed to be the main part of his job. If that were not enough, the feeling that he was letting his friend down made Raja feel even worse. Raja began to avoid talking to Mahesh. He stopped coming into the office. Finally he stopped returning phone calls.

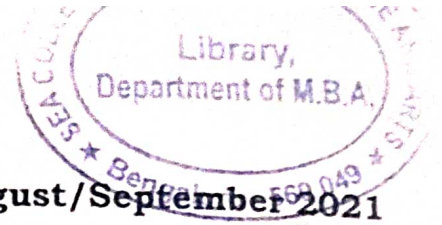
By the time Mahesh realized what was happening to the business, it was too late. There were no new sales. What Mahesh thought were profits was the result of Raja not paying their bills. Mahesh was left with more than Rs.5,50,000 in unpaid bills and other debts. A tearful message on the answering machine from Raja "I am moving out to Chennai for a while. Sorry it did not work out".

It took Mahesh three years to dig-out of the financial mess and get his new company up and running successfully.

Questions :

- (a) How could Mahesh and Raja have avoided the problems that led to the end of their partnership?
- (b) Why is this situation a good example of the difficulty in maintaining partnerships between friends?
- (c) What are the challenges faced by partnership firms in the current competitive world?

10907



First Semester M.B.A. Degree Examination, August/September 2021

(CBCS Scheme – 2014-15 onwards)

Management

Paper 1.7 – COMMUNICATION SKILLS

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

Answer any **FIVE** questions. Each question carries **5** marks : **(5 × 5 = 25)**

1. Why it is important to have feedback in communication?
2. Explain 5 Ws and 1H of report writing.
3. Define listening. Distinguish between hearing and listening.
4. What is Kinesis? Explain various elements of body language.
5. Briefly explain the elements of a business letter.
6. Define team. Explain the stages in development of a team.
7. What is audience research? How does it help in effective communication?

SECTION – B

Answer any **THREE** questions. Each question carries **10** marks : **(3 × 10 = 30)**

8. Explain various barriers in communication. How to overcome it?
9. Briefly explain how pictures and diagrams make written communication more effective.
10. The following is an advertisement in Times Now dated 01-03-2021 : One of the fast emerging organization head quartered in Bangalore require a sales manager with experience in marketing electronic equipment's. Draft your resume for the position of sales manager.
11. Discuss the elements and essentials of Bengaluru effective report.

10907

SECTION - C

Compulsory question :

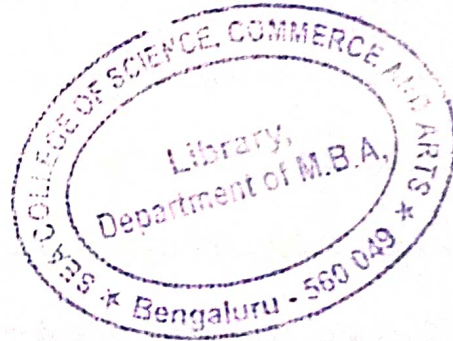
(1 × 15 = 15)

12. Case Study :

You are the Technical Head of XYZ Company Ltd. You were working on a project from last three years. The project is a huge success and is generating revenue for the company. The company is organizing a celebration.

Draft an e-mail to your colleagues to attend the celebration.

- (a) Design an invitation card to attend the celebration.
- (b) Draft an e-mail to your colleagues to attend the celebration.
- (c) Draft a thanking letter for attending the function.



10901

First Semester M.B.A. Degree Examination, February/March 2020
(CBCS – 2014-15 Scheme)

Management

Paper 1.1 – ECONOMICS FOR MANAGERS

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

Answer any **FIVE** questions. Each question carries **5** marks : **(5 × 5 = 25)**

1. What is the role of Managerial economist in an organization?
2. What do you mean by consumer surplus? Explain.
3. What is price discrimination? Explain.
4. What is profit and profit functions? Explain.
5. What is inflation and CPI?
6. What is the difference between Micro economics and Macro economics?
7. What is production possibility curve? Explain with suitable diagram.

SECTION – B

Answer any **THREE** questions. Each question carries **10** marks : **(3 × 10 = 30)**

8. Briefly explain various Theory of firms.
9. Briefly explain the methods for measurement of National income.
10. Explain the equilibrium of firm according to monopolistic competition.
11. Write short notes on :
 - (a) Law of variable proportion
 - (b) Optimum combination of inputs.

SECTION - C

12. **Compulsory Case Study**

(1 + 15 =

The annual sale of Arun Company Ltd is as follows :

Years	2000	2001	2002	2003	2005
Sales in crores	40	55	78	45	75

Calculate the sale forecast 2006 and 2007.

**First Semester M.B.A. (Day) Degree Examination,
February/March 2020**

(CBCS – 2014–15 Scheme)

Management

Paper 1.6 – PERSPECTIVE OF BUSINESS AND INDUSTRY

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

Answer any **FIVE** of the following questions :

(5 × 5 = 25)

1. Write a brief note on different types of Enterprises.
2. Discuss the role and importance of HRM in changing manpower requirements.
3. Enumerate the challenges of start-ups and MSME sectors in India.
4. Explain the scope of NGO's in the competitive business era.
5. Elucidate the importance of Swadeshi Movement for growth of Indian business.
6. Explain the consequences of crisis management with examples.
7. "Digital India" is helpful for solving unemployment problem in India. Discuss.

SECTION – B

Answer any **THREE** of the following questions :

(3 × 10 = 30)

8. Explain the causes and consequences of industrialization in India.
9. Discuss the internal and external factors influencing business.
10. Write a short note on the trends of the following sectors:
 - (a) Auto components
 - (b) Contract forming
 - (c) Hospitality.
11. What are business growth barriers? Explain with suitable examples.

10906

SECTION - C

Compulsory (Case Study) :**(1 × 15 = 15)**

12. Adam Werbach had been an environmental activist since his school days. He ran the Sierra student coalition, and by 1996 was President of the Sierra Club. He also had a place on Greenpeace's international board. But in 2004 he alienated many environmentalists when he announced the 'death of environmentalism'. Having witnessed the aftermath of Hurricane Katrina in New Orleans USA, he concluded that major companies rather than governments or NGOs held the capacity to deal with the biggest problems.

Werbach's Act Now consultancy began to work with Walmart. He saw the long term nemesis of the environmental movement as an ideal conduit for reaching the average American, and designed a programme to encourage every employee to make a change that would benefit themselves and wider society. Act Now was acquired by advertising firm Saatchi and Saatchi, and under the label Saatchi and Saatchi S has worked with companies such as McDonald's, Johnson and Johnson and General Mills to foster intrapreneurship amongst workers.

Questions :

- (a) Discuss the relation between NGOs and business organizations.
- (b) Is Werbach an example of intrapreneurship?
- (c) Do you agree with Werbach that companies have greater role in environmental management? Elaborate.

10905

**First Semester M.B.A. (Day) Degree Examination,
February/March 2020**

(CBCS – 2014–15 Scheme)

Management

Paper 1.5 – MARKETING FOR CUSTOMER VALUE

Time : 3 Hours]

[Max. Marks : 70

SECTION – A

Answer any **FIVE** of the following questions :

(5 × 5 = 25)

1. Discuss the importance of CRM in globalised scenario.
2. What is target marketing? Explain the target market strategies with suitable examples.
3. Explain the various stages and strategies of the product life cycle.
4. Explain Porter's generic value chain.
5. Define pricing. Discuss various pricing strategies used in business.
6. Discuss cause related and socially responsible marketing.
7. Explain why SWOT analysis is important for a marketing for selling product or service?

SECTION – B

Answer any **THREE** of the following questions :

(3 × 10 = 30)

8. Briefly explain the steps involved in new product development process.
9. What is competitive dynamics? Discuss the porter's five force model of competitive environment with relevant examples.
10. Discuss the growth of online marketing in India with examples.
11. "Promotional mix strategies are shaping company's marketing efforts". Discuss.

SECTION - C

12. **Compulsory (Case Study) :**

(1 × 15 = 15)

Nutritional foods is a startup manufacturer of milk based health drinks in Bengaluru. The company was planning to expand their business. So they recruited an experienced marketing manager to achieve the company goals. The newly appointed marketing manager was Mr. John.

Mr. John made a complete analysis on nutritional foods company and he found that the company did not execute its marketing programs in a systematic way. So he tried to find out the possible ways to identify the areas to execute the proper marketing programs.

Questions:

- (a) Prepare a proper marketing plan.
 - (b) What are the possible segmentation approach that Mr. John can adopt and why?
 - (c) Develop the marketing mix for segmentation adopted.
-