(Pages : 2) **9300—A01—IS—MBA (R)—Nov. 2013**

FIRST SEMESTER M.B.A. DEGREE EXAMINATION, 2013

Management

PRINCIPLES OF MANAGEMENT

Time : Three Hours Maximum : 50 Marks

Section A

Answer all the sub-questions at one place.

.1 Answer any *ten* sub-questions. Each question carries 1 mark :

(a) What is Management according to Luther L. Gullick ?

(b) What is design skill ?

(c) What is productivity ?

(d) What is social audit ?

(e) What is synergy ?

(f) Define MBO.

(g) What are non-programmed decisions ?

(h) What is functional authority ?

(i) What was the contribution of Chester Bernard to management ?

(j) Who contributed the concept of "Therbligs" ?

(k) What is span of control ?

(10 × 1 = 10 marks)

Section B

Answer any **four** *questions.*
Each question carries 5 marks.

2. What are the skills a manager should possess ?
3. What are the challenges faced by Managers with respect to managing human resources ?
4. What are the problems associated with MBO ?
5. How are programme different from procedures ?
6. Explain matrix organisation and its application.

(4 × 5 = 20 marks)

Turn over

Section C

Answer any **one** *question.*
It carries 10 *marks.*

7. Apply different stages of planning, to plan for your brothers marriage.
8. What are the key characteristics of a manager inventory chart ? What are the advantages of such a chart ?

(1 × 10 = 10 marks)

Section D (Compulsory)

9. Read the case and answer questions that follow :

FORD'S STRATEGY

In 1986 Ford passed its bigger competitor. General Motors, with earnings of $3.3 billion. Ford's market share is about 20 percent. But success, in many instances, may be only temporary, and Ford's Chairman, Donald E. Petersen, is concerned about complacency. Indeed, the company has to work hard to maintain its reputation for stylish, aerodynamic cars and high quality.

Under the former leadership of Henry Ford II, the company was very centralized. But Petersen's plan is to make ford an integrated global enterprise. Thus, a great deal of authority for the development of specific models or components is now centralized in the company's various technical centers around the world rather than in Detroit. Under this plan, the car or its components are developed in the technical center with the best expertise in a particular field, anywhere in the world. This could save the company a lot of money by avoiding duplication in development and reducing tooling costs. For example, Ford of Europe, located in England, is the center for developing the platform for the new model that will replace the European Sierra and the American Tempo and Topaz. Ford will sell the new cars in Europe and in the United States. Similarly, in Japan, Mazda (Ford owns 25 percent of the company), which has much experienced in building small cars, will be the center for developing the platform for the replacement car for the Escort. The North American center of excellence will focus on midsize cars. Similar centers are planned for major components such as transmissions and engines. While these centers of excellence develop platforms and key components exterior and interior styling will be the responsibility of companies in the various regions.

The concept of the centers of excellence may seem promising, yet a previous attempt in the early 1980s to build a "world car" Europe failed. It is said that the American car, the Escort, shared only one part with its European counterpart, namely, a seal in the water pump.

Questions :

(a) What do you think of Ford's overall decentralization with centralized authority for development of specific cars and components at the technical centers ?

(b) Why does Ford think that the concept of having centers of excellence located in various parts of the world will be the correct organization structure for the twenty-first century ?

(5 + 5 = 10 marks)

(Pages : 2) **9301—A02—IS—MBA (R)—Nov. 2013**

FIRST SEMESTER M.B.A. DEGREE EXAMINATION, 2013

A02—MICRO ECONOMICS FOR MANAGERS

Time : Three Hours Maximum : 50 Marks

Section A

.1 Answer any *ten* of the following in 1-2 sentences each. Each question carries 1 mark :

(a) What is Managerial Economics ?

(b) Define price elasticity of demand.

(c) Mention the determinants of demand.

(d) Examine the Cobb-Douglas production function.

(e) What are economies of scale ?

(f) What is oligopoly ?

(g) What are the types of price discrimination ?

(h) Mention the objectives of the firm.

(i) What is the shape of short-run cost curves ?

(j) What do you understand by product life-cycle ?

(k) Define penetration pricing.

(l) What is sales maximisation ?

(10 × 1 = 10 marks)

Section B

Answer any **four** *questions.*
Each question carries 5 *marks.*

2. Explain the Law of Demand.
3. Discuss the trend projection method of demand forecasting.
4. How is price and output determined under oligopoly ?
5. Explain the law of variable proportions.
6. Discuss the pricing policies in practice.

(4 × 5 = 20 marks)

Section C

Answer any **one** *question.*
It carries 10 *marks.*

7. Calculate AC, MC, AVC, AFC using the following data :—

Total cost :	120	180	200	210	240	260	300
Output :	0	1	2	3	4	5	6

Turn over

8. What is monopolistic competition ? How is price and output determined under selling cost condition ?

(1 × 10 = 10 marks)

Section D (Compulsory)

9. Case Study :

Campbell Knwifwear company manufacturer export quality T-shirts. It has a demand function Q = 3000 – 5p :

(a) How many shirts it can sell if the price per shirt is fixed at Rs. 500 ?

(b) What price it can charge when it wants to sell 400 shirts ?

(c) What pricing strategy the firm should use in domestic and foreign market ?

(1 × 10 = 10 marks)

FIRST SEMESTER M.B.A. DEGREE EXAMINATION, 2013

A03—QUANTITATIVE METHODS—I

Time : Three Hours　　　　Maximum : 50 Marks

Section D *is* compulsory.

Answer all the sub-questions at one place.

Section A

1. Answer any *ten* of the following. Each question carries 1 mark :

(a) Define Standard deviation.

(b) State the laws of probability.

(c) Mention the applications of ogives.

(d) What is correlation ?

(e) State the equations of regression.

(f) Define standard deviation.

(g) What are mutually exclusive events ?

(h) What is the probability of a sure event and an impossible event ?

(i) A coin is tossed at a time. What is the probability that head occurs ? List all possible events.

(j) What is time reversal test in Index numbers ?

(k) What is Type I error ?

(l) What is degrees of freedom ?

(10 × 1 = 10 marks)

Section B

Answer any **four** *questions.*
Each question carries 5 marks.

2. What is a scatter diagram ? Explain various shapes of scatter plots sued to understand correlation.

3. Calculate mean, median and mode for the following data :—

Class interval :	10—20	20—30	30—40	40—50	50—60
Frequency :	2	3	7	5	3

4. Three coins are tossed at a time. Find the probability that :

(a) No head occurs.　　(b) Two head occurs.

(c) Three tails occur.　　(d) One tail occur.

Turn over

5. Calculate Laspeyers, Paasche's and Fisher's Index numbers for the following data :—

Commodity	Price		Quality	
	2010	2013	2010	2013
A	8	10	2	3
B	10	15	7	8
C	6	8	5	5
D	15	20	3	2

6. A television documentary on over eating claimed that Americans are about 10 pounds overweight on average. To test this claim, eighteen randomly selected individuals were examined, their average excess weight was found to be 12.4 pounds, and the sample standard deviation was 2.7 pounds. At a significance level of 0.01, is there any reason to doubt the validity of the claimed 10 pound value ?

(4 × 5 = 20 marks)

Section C

Answer any **one** *question.*
It carries 10 *marks.*

7. For the following set of data :

(a) Develop the estimating equation that best.

(b) Predict Y for X = 10, 15 and 20 :

X	13	16	14	11	17	9	13	17	18	12
Y	6.2	8.6	7.2	4.5	9.0	3.5	6.5	9.3	9.5	5.7

8. A self administered training programme designed to upgrade the supervisory skills of production live supervisors. The supervisors require different number of hours to complete the program. A study of the past participants indicates that the mean length of time spent on the program is 500 hours and that this normally distributed random variable has a standard deviation of 100 hours. What is the probability that randomly selected participant will require hours to complete the program :

(a) In 600 hours.

(b) Between 500 to 650 hours.

(c) In more than 700.

(d) Between 550 to 650 hours.

(e) Fewer than 580 hours.

(1 × 10 = 10 marks)

Section D (Compulsory)

Solve the following case be.

9. An advertising firm is trying to determine the demographics for a new product. They have randomly selected 75 people in each of 5 different age groups and introduced the product to them. The results of the survey are given below :

	Age group				
Future Activity	18—29	30—39	40—49	50—59	60—69
Purchase frequently	12	18	17	22	32
Seldom purchase	18	25	29	24	30
Never purchase	45	32	29	29	13

Questions :

(a) Develop a table of observed and expected frequency.

(b) Calculate sample χ^2.

(c) State null and alternative hypothesis.

(d) Whether null hypothesis is accepted at $\alpha = 0.05$ l.s.

(1 × 10 = 10 marks)

(Pages : 4) **9303—A04—IS—MBA (R)—Nov. 2013**

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2013

Management

A04—FINANCIAL ACCOUNTING FOR MANAGERS

Time : Three Hours Maximum : 50 Marks

Answer all the sections.
Marks are indicated against each section.

Section A

1. Answer any *ten* of the following sub-questions. Each sub-question carries 1 mark :

   (a) Define Accounting. How Accounting is different from book-keeping ?

   (b) What is Journal proper ? What kind of entries is usually recorded in the journal proper ?

   (c) What is a Trial Balance ? How is it prepared ?

   (d) State any two causes of disagreement between the balances shown by the Cash Book and Pass Book.

   (e) What do you understand by Closing Entries ?

   (f) What are Debit Note and Credit Note ?

   (g) What is an Imprest system of keeping Petty Cash Book ?

   (h) What do you mean by Accounting Reports ?

   (i) What are intangible assets of a firm ?

   (j) Distinguish between FIFO and LIFO methods of inventory valuation.

   (k) How do you convert net profit into cash from operation for preparing cash flow statement ?

   (l) What do you understand by the term "pay-out ratio" ?

(10 × 1 = 10 marks)

Section B

Answer any **four** *of the following questions.*
Each question carries 5 *marks.*

2. Explain the nature of accounting function and describe the role played by the Accountant in a business organization.

3. What is a Bank Reconciliation Statement ? What are the causes of disagreement between the balance in Bank Pass Book and firm's Cash Book ?

4. What do you mean by analysis of financial statements ? Explain briefly the various techniques of financial analysis.

5. The following are the ratios relating to the activities of National Traders Ltd :

Debtors velocity (months)	...	3
Stock velocity (months)	...	8
Creditors velocity (months)	...	2
Gross profit ratio (%)	...	25

Turn over

Gross profit for the current year ended December 31 amounts to Rs. 4,00,000. Closing stock of the year is Rs. 10,000 above the opening stock. Bills receivable amount to Rs. 25,000 and bills payable to Rs. 10,000. Find out (a) Sales ; (b) Sundry debtors ; (c) Closing stock ; and (d) Sundry creditors.

6. The following information has been taken from the records of two companies, which are in the same industry :—

Particulars		*Company A*	*Company B*
Cash	...	2,10,000	3,20,000
Debtors	...	3,30,000	6,30,000
Stock	...	12,10,000	9,40,000
Prepaid Expenses	...	20,000	10,000
Plant and Machinery	...	16,95,000	24,00,000
Total	...	34,65,000	43,00,000
Sundry Creditors	...	8,00,000	9,50,000
Bills Payable	...	1,00,000	1,00,000
8 % Debentures	...	5,00,000	10,00,000
Equity Share Capital	...	11,00,000	17,50,000
Retained earnings	...	9,65,000	5,00,000
Total	...	34,65,000	43,00,000
Sales	...	56,00,000	82,00,000
Cost of goods sold	...	40,00,000	64,80,000
Other Operating Expenses	...	8,00,000	8,60,000
Interest expenses	...	40,000	80,000
Income tax	...	1,80,000	3,90,000
Dividends	...	1,00,000	1,80,000

Answer each of the following questions by making, a comparison of one or more relevant ratios of the two companies :—

(a) Which company is using the shareholders' funds more profitably ?

(b) Which company is better able to meet its current debts ?

(c) If you have to purchase the debentures of one company, which company's debentures would you buy ?

(d) Which company collects its receivables faster, assuming all sales to be credit sales ?

(e) Which company retains larger proportion of its income in the business ?

(f) How long does it take the company to convert an investment in stock to cash ? Give reasons for your answer.

(4 × 5 = 20 marks)

Section C

Answer any **one** *of the following question.*
This carries 10 *marks.*

7. (a) Why is depreciation charged ? Explain the two methods of charging depreciation. In which method the value of the asset is reduced to zero earlier ? Which one is more rational ? Explain why.

(b) On 1st Sept. 2009, a company purchased a plant for Rs. 2,00,000. Depreciation was provided at 12 % p.a. on straight line method on 31st March every year. With effect from 1st April 2011, the company decided to change the method of depreciation to WDV method at 15 % p.a. On 31st March, 2012, the plant was sold for Rs. 1,20,000. Prepare Plant Account, Depreciation Account from 2009 to 2012.

On the basis of the information given above, prepare Plant Account from 2009 to 2012, if the firm decides on 1st April 2011 to charge depreciation according to WDV method w.e.f. 1st Sept. 2009 and to make adjustments for arrears of depreciation in the year 2012.

8. From the under mentioned particulars of XY Company Ltd., preparing the Manufacturing, Trading and Profit and Loss Account for the year ending 31.03.2013 and a Balance Sheet as on that date :

		Rs.
Capital as on 01.04.2012	...	25,00,000
Drawing account	...	7,00,000
Sundry Creditors	...	8,00,000
Discount received	...	70,200
Syndicate Bank (Cr.)	...	4,00,000
Reserve for bad and doubtful debts	...	60,000
Returns outwards	...	53,000
Sales	...	67,50,000
Returns inwards	...	8,600
Stock as on 01.04.2012	...	9,00,000
Plant and Machinery	...	17,00,000
Furniture	...	1,50,000
Buildings	...	15,00,000
Sundry Debtors	...	11,00,000
Manufacturing wages	...	6,00,000
Manufacturing expenses	...	5,00,000
Carriage inwards	...	40,000
Carriage outwards	...	42,000
Bad debts	...	15,000
Salaries	...	2,80,000
Interest and Bank charges (Dr.)	...	12,600
Discount allowed	...	15,000
Insurance (Dr.)	...	30,000
State Bank of India (Dr.)	...	14,000

Turn over

Purchases	...	30,23,000
Cash in hand	...	3,000

Other information : The firm had stock worth Rs. 7,55,000 on 31.03.2013.

(1 × 10 = 10 marks)

Section D (Compulsory)

9. Read the case and answer the questions. This carries 10 marks :

You have the following information on the performance of Premier Co. Ltd., and also the industry averages :

(a) Determine the indicated ratios for the Premier Co. Ltd., and

(b) Indicate the company's strengths and weakness as shown by your analysis :

Balance Sheet as on 31st December 2012

Liabilities		Rs.	*Assets*		Rs.
Equity Share Capital	...	24,00,000	Net fixed Assets	...	12,10,000
10 % Debentures	...	4,60,000	Cash	...	4,40,000
Sundry Creditors	...	3,30,000	Sundry Debtors	...	5,50,000
Bills Payable	...	4,40,000	Stock	...	16,50,000
Other Current Liabilities	...	2,20,000			
Total	...	38,50,000	Total	...	38,50,000

Profit and Loss Account for the year ending 31st Dec. 2012

Particulars			Rs.
Sales	...		55,00,000
Less : Cost of Goods sold			
Materials	...	20,90,000	
Wages	...	13,20,000	
Factory overhead	...	6,49,000	40,59,000
Gross profit	...		14,41,000
Less : Selling and Distribution cost	...	5,50,000	
Administration and General Expenses	...	6,14,000	11,64,000
Earnings before interest and tax	...		2,77,000
Less : Interest charges	...		46,000
Earnings before tax	...		2,31,000
Less : Taxes	...		1,15,000
Earnings after tax	...		1,15,000

Ratios considered		*Industry Ratios*
Current Ratio	...	2.4
Debtors Turnover	...	8.0
Stock Turnover	...	9.8
Total Assets Turnover	...	2.0
Net Profit Margin	...	3.3 %
Net Profit/Total Assets	...	6.6 %
Net Profit/Net worth	...	10.7 %
Total Debt/Total Assets	...	63.5 %

(1 × 10 = 10 marks)

(Pages : 3) **9304—A05—IS—MBA (R)—Nov. 2013**

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2013

Management

A 05/A 16 - MARKETING MANAGEMENT

Time : Three Hours Maximum : 50 Marks

Answer to the point focusing on concepts.

Provide examples, whenever necessary, to substantiate your views.

Answer all the sub-questions at one place.

Section A

1. Write short notes on any *ten* following topics. Each carries 1 mark :

(a) Marketing. (b) Marketing channel.

(c) Marketing mix. (d) Product concept.

(e) Societal marketing concept. (f) Customer value.

(g) Proactive marketing. (h) The marketing process.

(i) Marketing Information System. (j) Market segmentation.

(k) Zero-level channel. (l) Product mix.

(10 × 1 = 10 marks)

Section B

Answer any **four** *questions.*
Each question carries 5 *marks.*

2. Explain consumer goods classification and industrial goods classification with suitable examples.
3. How a marketer will analyze marketing opportunities for a product in market ? Explain analyzing of marketing opportunities for any product of your choice.
4. Explain the major logistics decisions a marketer has to make and the issues to be addressed ? Give examples.
5. "Success of a brand depends on advertising and promotion efforts of a marketer." Do you agree *or* disagree ? Justify your answer taking example of 1 brand of your choice.
6. Differentiate between Skimming pricing and Penetrating pricing. When they are chosen by marketer ? Explain with examples.

(4 × 5 = 20 marks)

Turn over

Section C

Answer any **one** *question.*
It carries 10 marks.

7. Explain the scope of marketing management. "With advent of e-marketing and social network marketing, traditional marketing is losing importance." Do you agree *or* disagree ? Substantiate your answer with examples.

8. Which are the marketing channels available for consumer products ? What factors will a marketer consider while deciding marketing channel for any *one* of the following two products :

   (i) Fruit juice.

   (ii) Hair cream (hair gel).

(1 × 10 = 10 marks)

Section D (Compulsory)

9. Read the following case study and answer the questions given at the end :—

Household groceries at walking distance, at economical prices is FoodWorld's USP. Where from do you get your vegetables and groceries ? Pop this question to any housewife, and the most likely response is from the neighbourhood vendor selling on a pushcart, or a nearby market, which houses groceries. But both these options make to allowance for hygiene and comfort. This germ of a thought is what set the process for the conception of FoodWorld in Chennai in 1996. From there on, FoodWorld, a joint venture between Dairy Farm International and RPG Gardinier, has gone to add four cities - Bangalore, Pune, Coimbatore and Hyderabad - at 41 locations.

Raghu Pillai, managing director, FoodWorld says. "We started in Chennai because of the developed retail market, good real estate prospects and cosmopolitan atmosphere. We have the most comprehensive range of products at the most competitive prices. "Lower pricing is a function of the volume that the store generates. It gets close to a million customers a year. The throughput in a store ranges from Rs. 20,000 lakh to Rs. 17 crore a month. It has plans to touch the Rs. 1,000 core figure by the year 2003-2004. Says Pillai, "From humble beginnings, today FoodWorld has 12 outlets in Chennai. 14 in Bangalore, 9 in Hyderabad, 4 in Pune, and 2 in Coimbatore. It occupies a total retail space of 100,000 sq.ft. and has additional 100,000 sq.ft. of warehousing facility. Not content to sit on its laurels, FoodWorld has chalked up plans of setting up 100 stores by December 2000. But instead of venturing into new cities, FoodWorld will consolidate itself in the already existing locations.

Normally groceries, food, and vegetables is a low interest area. So building a brand is much more difficult. To generate and retain interest, FoodWorld runs a host of contents and promos. It has a 52 week promotional calendar with a variety of schemes to attract consumers. Pillai says, "At any given time, there are 150-200 products at a certain level of discount."

The layout of the store is designed keeping convenience in mind. For example, pulses are kept at the front, rice at the back, while vegetables to be kept on top. The execution enables vegetables on the top of a basket during a purchase. FoodWorld sources most of its branded groceries from traditional C and F agents, rice from the rice mills, fruit and vegetables from the neighbouring villages or the mandi.

Some of the problems encountered are assessing the best location, attaining economic viability and leveraging synergies. As all volumes are aggregated in the state, generating large enough volumes to leverage it as an advantage is a difficult task. The infrastructure of cold chains and basic infrastructure is missing. Getting trained people to man, the stores has proved another challenge. FoodWorld has the largest number of employees from government and municipal corporation schools.

In India, on an average, there is one retail outlet per thousand people. The industry is poised to grow a 5-10 percent per year over the next 25 years. But to grow at this rate, retail has to grow across all categories of the spectrum.

Questions :

(a) What external factors FoodWorld exploits to ensure successful existence and expansion of its relating activities ?

(b) What is likely to be the impact of so many sales promotions of FoodWorld in the long run ?

(1 × 10 = 10 marks)

9308—A06—IS—MBA (R)—Pra II—Nov. 2013

FIRST SEMESTER M.B.A. DEGREE EXAMINATION, 2013

A 06—COMPUTER PRACTICAL

Time : One Hour and a Half | Maximum : 25 Marks

Answer **all** *the questions.*
Viva-voce carries 5 marks.

A. C Program (any *two*) :

(i) To compute electricity bill for given RR No. and number of units consumed :

Slab	0 — 100 units	1 Rs. each
	101 – 200 units	2 Rs. each
	201 and above	3 Rs. each

(ii) Calculate percentage of attendance of a student having 4 subjects, and state the states accordingly :

Below 75 % of attendance — Not eligible for exam

75 % – 80 % eligible for exam with fine

Above 80 % eligible for exam.

(iii) Convert the given currency into Rs.

Dollar Rate Rs. 50 | Euro rate Rs. 71

Ex : Enter No. of Dollars 5 = 250 Rs.

(2 × 5 = 10 marks)

B. Answer any *one* :

(i) Define a result sheet of BBA 6th Semester with 4 subjects. Calculate total and percentage. Using conditional formatting flag approximately as

Fail [<35 %], Second class [35–60 %] FC [>60%] & FCD [above 75%].

(ii) Write a business letter — an application for a job with resume, using word processor.

(iii) HTML — to define the "Management Test" details.

(10 marks)

9305—A06—IS—MBA (R)—Nov. 2013

FIRST SEMESTER M.B.A. DEGREE EXAMINATION, 2013

Management

INTRODUCTION TO COMPUTERS

Time : One Hour and a Half — Maximum : 25 Marks

Section C *is* **compulsory.**

Answer all the sub-questions at one place.

Section A

1. Answer any *five* of the following. Each question carries 1 mark :

   (a) What is RAM and ROM ?

   (b) What do you mean by operating system ?

   (c) What is a header file in a C programming ?

   (d) Define MACROS.

   (e) Define database.

   (f) What is SQL ?

(5 × 1 = 5 marks)

Section B

Answer any **two** *of the following.*
Each question carries 5 *marks.*

2. Explain the fundamental block diagram of computer.
3. Explain in brief the various data types in C language.
4. What do you mean by computer hardware ? Explain.

(2 × 5 = 10 marks)

Section C (Compulsory)

Answer the following.
It carries 10 *marks.*

5. Write a program in C to input your roll no. and marks in 5 subjects and then to print the result into a neat marks statement.

(1 × 10 = 10 marks)

(Pages : 2) **9306—A07—IS—MBA (R)—Nov. 2013**

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2013

A 07—HUMAN RESOURCE MANAGEMENT

Time : Three Hours Maximum : 50 Marks

Section A

.1 Answer any *ten* questions. Each question carries 1 mark :

(a) Job rotation.

(b) Halo effect.

(c) Difference between Training and Mentoring.

(d) Job satisfaction.

(e) Transactional Analysis.

(f) Intelligent Quotient.

(g) Simulation exercises.

(h) 360 degree assessment.

(i) 3 importance of training.

(j) Career development.

(k) HRD program.

(l) Conflict management.

(10 × 1 = 10 marks)

Section B

Answer any **four** *questions.*
Each question carries 5 marks.

2. Explain the importance of training and development.

3. What are the differences between Career counselling and Performance counselling ?

4. Explain the roles and responsibilities of HR manager in developing the employees and the organization.

5. Write short notes :

   (a) Stress management.

   (b) Importance of Employee counselling.

6. Discuss the importance of HRD in today's organizations' scenario.

(4 × 5 = 20 marks)

Turn over

Section C

Answer any **one** *question.*
It carries 10 *marks.*

7. Training is considered as an investment on employees, yet, the organization face the problem of employee turnover. As a HR manager, how would do make the best use of the investment on employees and retain them in the company.

8. Explain different training and development methods in detail with examples.

(1 × 10 = 10 marks)

Section D (Compulsory)

9. Read the case and answer question given at the end :

Berkely investments is a reputed finance company having 15 branches across the country. In the home office there are more than 200 employees. The company has a performance rating under which the employees are rated at the six months intervals by a committee of 2 executives. Graphic scale has been used as means of appraisal. Graphic scales have been used as means of appraisals. The qualities such considered are responsibility, dependability, initiative, interest in the work, leadership potential, co-operative attitude and community activity. After the performance is evaluated, the ratings are discussed with the concerned employees by their immediate boss and are used to counsel them, to influence promotions and salary adjustments and a criteria for arranging further training for them.

Recently, three employees of the company called upon the company's president to express their dissatisfaction with the ratings they had received. Their scores and composite ratings had been discussed with them. Because their ratings were comparatively low, they had been denied the annual increments in the salary. Approximately, two thirds of all the employees received such increments. The aggrieved employees argued that ratings did not accurately represent the qualifications or performance. They insisted that "community activity" was not actual a part of their job and what they do off the job is none of the company's business. They expressed their opinion that employees should organise a union and insist that salary increase be automatic.

The threat of a union caused concern to the officers of the company. This particular experience convinced top officers that ratings may represent a serious hazard to satisfactory relationship with employees. Even the Chief Executive feels that performance appraisal is a dangerous source of friction and its hazards outweigh its values so it should be discontinued altogether.

Questions :

(a) How far do you agree with the management that the performance appraisal should be discontinued ?

(b) If you were a HR manager, how would you tackle the situation ?

(c) What modifications would you suggest in the performance appraisal system of the company ?

(1 × 10 = 10 marks)

(Pages : 3) **7202—A 03—I S MBA (R)—Dec. 2014**

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2014

QUANTITATIVE METHODS—I

Time : Three Hours Maximum : 50 Marks

Section A

1. Answer any *ten* out of twelve sub-questions. Each question carries 1 mark :

   (a) What is Inferential Statistics ?

   (b) What is critical value in hypothesis testing ?

   (c) What is a population ?

   (d) What is data array ?

   (e) What is discrete data ?

   (f) What are the different measures of central tendency ?

   (g) What is the formula used to calculate median from grouped data ?

   (h) What is the meaning of "level of significance $\alpha = 0.05$" ?

   (i) What is formula for conditional probability of event 'A' given event 'B' has happened ?

   (j) What is price index ?

   (k) What is "linear relationship" ?

   (l) What does "measure of dispersion" ? Describe.

(10 × 1 = 10 marks)

Section B

Answer any **four** *out of five questions.*
Each question carries 5 *marks.*

2. With a neat diagram, explain Chebyshev's theorem.

3. For the data given below, calculate the mode using grouping method. What is the practical application of mode value ?

X :	5	10	15	20	25	30	35	40	45
Frequency :	1	3	4	9	11	12	3	2	2

4. What are the different types of non-probability sampling techniques ?

5. A factory operates in 3 shifts, the number of good and bad products manufactured during these shifts in given in table below. Is there any association between shift and quality of products manufactured ?

Shift	*Good products*	*Bad products*
Day	900	130
Evening	700	170
Night	400	200

Turn over

6. A trainer has used three methods to train the employees, after the completion of training he has collected the daily production of the trained employee as shown in table below. The trainer wants to know whether there are difference in effectiveness among three training methods :

Method I	*Method II*	*Method III*
15	22	18
18	27	24
19	18	19
22	21	16
11	17	22
		15

(4 × 5 = 20 marks)

Section C

Answer any **one** *question.*
It carries 10 *marks.*

7. A doctor has prescribed two drugs to 200 heart patients, in the following way : 50 patients gets drug A and 50 patients drug B and 100 get both drugs. If either of the drug is not given there is 80 percent chance of having heart attack in the patients. Drug A reduces the probability of heart attack by 35 % and drug B reduces the probability of heart attack by 20 % and the two drugs act independently when taken together. If a randomly selected patient has heart attack what is the probability that the patient was given both drugs ? Solve the problem using Baye's theorem.

8. A call centre reports that the mean cost to process a complaint call is Rs. 6. This amount is more when compared to other call centres. The Manager has undertaken cost cutting measures. To check he has taken a sample of 26 complaints processed and the cost associated with each sample. The details are given below. At 1 percent level of significance can the manager conclude that mean cost is less than Rs. 6 :

Sl. No.	*Cost*	*Sl. No.*	*Cost*
1	4.5	14	5.4
2	4.9	15	5.1
3	6.2	16	5.6
4	4.0	17	6.3
5	4.3	18	6.9
6	6.1	19	5.8
7	4.8	20	5.1
8	5.3	21	5.8
9	6.7	22	5.9
10	6.3	23	5.6
11	7.8	24	5.7
12	6.4	25	3.8
13	4.8	26	7.6

(1 × 10 = 10 marks)

Section D (Compulsory)

9. Estimate the increase in sales revenue expected from an increase in 7.5 percent in advertising expenses :

Firm	*Percentage increase in Advertising expenditure*	*Percentage increase in sales revenue*
A	1	1
B	3	2
C	4	2
D	6	4
E	8	6
F	9	8
G	11	8
H	14	9

(10 marks)

(Pages : 4) **7204—A 05—I S—MBA (R)—Dec. 2014**

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2014

Management

MARKETING MANAGEMENT

Time : Three Hours Maximum : 50 Marks

Answers to concepts based questions should be focused.
Offer suitable examples while answering application-based questions, to justify your views.

Section A

1. Answer any *ten* of the following sub-questions. Each sub-question carries 1 mark :

(a) Define Marketing.

(b) What do you understand by "Production concept" ?

(c) What is Relationship Marketing ?

(d) What is Horizontal Marketing System ?

(e) What is Exclusive Dealership ?

(f) What is Cash Discount ?

(g) What is Skimming Pricing ?

(h) What is a Potential Product ?

(i) What is a Product mix ?

(j) What is a Product Life Cycle ?

(k) Differentiate between a Push strategy and a Pull strategy.

(l) What do you mean by "Value Network" ?

(10 × 1 = 10 marks)

Section B

Answer any **four** *questions.*
Each question carries 5 *marks.*

2. What is a Marketing Plan ? Explain the contents of a marketing plan.
3. Explain the consumer goods classification with some examples.
4. Explain the factors that have contributed to the growing use of packaging as a marketing tool.
5. What are the factors to be considered while deciding channels to distribute industrial products ?
6. What factors guide decisions on marketing organization of a company ?

(4 × 5 = 20 marks)

Turn over

Section C

Answer any **one** *out of two questions given below.*
The question carries 10 *marks.*

7. Explain the marketing strategies to be followed by a company at different stages of PLC with suitable examples of your choice.

8. "On-line marketing is gaining momentum in recent years in India." Do you feel this will affect organised retailing ? How ? Why ? Explain with suitable examples.

(1 × 10 = 10 marks)

Section D (Compulsory)

9. Read the case study given below and answer the questions given at the end :

STARBUCKS BRINGS INNOVATION IN MARKETING

Founded in 1971 in Seattle, Starbucks is present in 50 States in the US and 43 countries. It is one of the most respected brands, winning awards such as "Best Business". "Most Admired Company", "100 Best Corporate Citizens" and so on. While its quality is unquestionable, its price has always been higher than those offered by the domestic coffee houses in various countries.

This was one of the reasons why the company took a hit during the economic slowdown of 2008 is customers opted for cheaper options for their everyday coffee. Starbucks was forced to shut 600 shops that were not making profits. By March 30, 2008, its profit had fallen 28 percent compared to the same period in 2007. In 2009, it closed another 300 stores and laid off 6,700 employees.

On January 8, 2008, Howard D. Schulz returned as CEO of Starbucks after a gap of 8 years, replacing Jim Donald. Schultz had nurtured the Company since 1982 when it had only four outlets. He had served as CEO from 1987 to 2000 and had presided over the company's public offering in 1992. Upon coming back, he found that apart from the worsening economic condition in the US, the company's rapid expansion had distracted it from making its Cafe an inviting place with new products. In addition, Starbucks also faced competition from McDonald's, which had, in 2008, started setting up coffee bars that sold expresso.

Schultz shot off a letter to the employees on the day he took office once again as CEO. He said, "The Company must shift its focus away from bureaucracy and back to customers." He made this objective very clear. "Reigniting the emotional attachment with customers". The previous leadership had blamed the economy and the higher cast of dairy products for the slump in business. They had also stated this as a reason to hike prices. However, Schulz took an entirely different view of the situation. He told the employees, "The Company shouldn't just blame the economy ; Starbucks's heavy spending to accommodate its expansion has created a bureaucracy that masked its problems."

In a departure from conventional strategies like "a redo of the store layout". Starbucks soon embarked on a technology-oriented strategy. An environment where employees could think freely about the organization and contribute in terms of strategies and ideas was fostered. As a result, a community involvement concept was developed. In March 2008, "My Starbucks idea" was rolled out for customers to exchange ideas with each other and directly with the Company. As part of this, customers were able to give opinions on everything such as products, services, layout, advertising, corporate social responsibility, in-store music and so on. More than 93,000 ideas were shared by about 1.3 million users on social media, and page views per month rose to 5.5 million.

After the 2007-08 crisis, Starbucks had to rebuild its customer relationships and show the world that it cared for quality and consistency. It also had to give a leg upto the altruistic component of the brand such as community building and care for the environment. Through the "My Starbucks Idea" customers had a direct link with the headquarters and of course Starbucks was listening. Soon Starbuck's ubiquity became an asset as customers from around the world had an opportunity to connect with each other, spawning like-minded communities like the "Free Wi-Fi group", "Soy group", "Comfy chair group", or "Frappuccino lovers". Starbucks implemented over 100 ideas. Through this initiative, the coffee retailer built a robust fan base. By giving customers a platform to voice their ideas and views on the brand and by responding to it, it was able to reignite the brand trust.

Starbucks soon realized that it had to project its 'cool' element via social media-based marketing. The organization must never look desperate or too keen to increase its sales. So the company refrained from pushing too many products, causes or offers to its followers. The focus was more on building and engaging with the community. One of the accidental tweets from Starbucks was just a smiley face that received a lot of admiration from the community. Tweets such as "keep calm and make coffee" is in line with its idea of keeping a cool image and building a community. Starbuck's use of social media points to the fine balance it maintained between spontaneous and well-planned posts. The social media platforms have also helped the company swiftly mitigate and manage any information that causes harm to its global identity. In 2009, when rumours of Starbuck's profits being spent on Israel army surfaced, the Company used the social media outlets effectively to refute it and restore its image of a peace-loving organization.

Mobile Apps

The company embraced mobile applications much before its competitors. Very early in the race, Starbucks had linked its social media strategy objectives with technology channels like mobile applications. It was carefully designed to appeal to the masses and specifically to the segment that made up its online community. Through its *i*-Phone application features like store locator, nutrition-based information and rewards programme, it integrated and enhanced its social media community fabric. The head start in technology adoption has helped the Company come up with trend-setting ideas.

One of them was the move to help its customers personalise the Company's offerings. The initiative, "My Starbuck Signature", allowed consumers to develop their own signature drinks (hot or cold

Turn over

coffee), name the drink and share the new flavour with the community. In this way, Starbucks informs the consumer of the wide range of product offering they have at their stores across the world. It also shows the consumer how to order this cup and what it looks like. The only modification a consumer can do in his or her signature drink is in the ingredient mix and quantity. This way the supply network is only slightly disrupted at the retail and service end. Everything else related to ingredients and distribution remains completely untouched.

In 2008, the marketing teams had started a promotion to increase customer visits to stores during breakfast hours. It includes a free pastry with a coffee bought before 10:30 a.m. The initiative created traction online and over one million people across the US queued up at Starbucks outlets.

Such social media promotions were much less expensive than the Company's promotions at its stores or putting up billboards across cities. The awareness and response was more than from promotions through traditional channels like television advertisements.

Employees and baristas too were always an integral part of Starbucks online and social media community. It has a separate page for its employees, which is used to generate and debate ideas.

An example of employees contributing to its success is its Twitter page. The chain's voice on Twitter is 28 year old Brad Nelson, a former baristor. In 2008, when the Company was looking for ideas to re-engage with its customers, Nelson suggested that he could begin a Twitter handle for the brand. Today, Starbucks has 7,75,000 followers.

Conclusion : Starbucks is a great example of a brand turning around its business by returning to its roots and reconnecting directly with its customers. While many companies are struggling to get back to pre-2007 financial figures, Starbucks has shown that people are willing to spend $5 or £ 3 every day on their latte and tweet about it too. (Source : Business Today Sept., 28, 2014).

Questions :

(a) Analyze the case study with references to strategies employed by Starbucks in managing their marketing mix.

(b) How do you find the effective design and use of social media strategy helped Starbucks to turn around its performance ?

(5 + 5 = 10 marks)

7205—A 06—I S MBA—(R)—December 2014

FIRST SEMESTER M.B.A. (END) EXAMINATION, 2014

A 06 : INTRODUCTION TO COMPUTERS

Time : One Hour and a Half | Maximum : 25 Marks

Section A

Q1. Write short note on any 5 out of 7 questions. Each carry one mark (5 × 1 = 5 marks)

a. List out input and output devices
b. What is intranet?
c. What is an operating system?
d. What is a browser?
e. What is a slide in Powerpoint?
f. What is compiling in C-programing?
g. What is a worksheet in a spreadsheet?

Section B

Answer any 2 out of 3 questions. Each carry 5 mark (2 × 5 =10 marks)

Q2. Explain the procedure to accomplish pivot table - using appropriate examples.

Q3. "Spread sheet is a tool use full for manager" - discuss

Q4. Explain the step wise procedure to carryout mail-merge with an example.

Section C

Compulsory

Q5. Write a c program to (10 marks)

(a) Find out simple interest for a give values P, r and n.

(b) Calculate Net salary of an employee by accepting his/her basic salary.

DA is 63%, HRA – 14% of basic salary and PF – 12% of gross salary

7212—A 06—I S MBA—Pr—V—December 2014

FIRST SEMESTER M.B.A. (END) DEGREE EXAMINATION, 2014

A 06 : INTRODUCTION TO COMPUTERS—PRACTICAL

Time : One Hour and a Half　　　　Maximum : 25 Marks

Section - A

Answer any 2 out of 3 questions. Each carry 10 marks :

Q1. Define a spread sheet (minimum 15 records)

Education (yrs)	Yearly Earnings	Gender	State
15	10,00,000	M	Hariyana

Define pivot chart with table

a) Gender wise State wise Education catalogue

b) State wise – Education wise earning pattern

Q2. Prepare a presentation to explain Marketing management in your own slides. Set the auto timer.

Q3. Write a C program to find BIGGEST among accepted three distinct numbers.

Section – B

Viva- voce　　　　5 marks

P.V. [illegible]
[illegible]
to Record [illegible] Record
you are giving the output
It [illegible] the Program
a. High [illegible]
[illegible] 1978
Software is the
Output that gives the End Result
Collection Program

(Pages : 2) **7206—A 07—I S—MBA (R)—Dec. 2014**

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2014

HUMAN RESOURCE DEVELOPMENT

Time : Three Hours Maximum : 50 Marks

Section A

1. Answer any *ten* of the following sub-questions. Each sub-question carries 1 mark :

(a) Efficiency.

(b) Role play.

(c) Simulation.

(d) Job Design.

(e) Job Description.

(f) E.Q.

(g) M.P.P.

(h) Recruitment.

(i) Orientation.

(j) Performance management.

(k) Counselling.

(l) Conflict Management.

(10 × 1 = 10 marks)

Section B

Answer any **four** *questions.*
Each question carries 5 *marks.*

2. How to assess the need for training ? What are the different methods of training ?
3. How do transaction analysis help in enhansing the interpersonal relations in an organisation ?
4. What is performance appraisal ? Discuss the different types of appraisal systems.
5. What is Job Analysis ? Design a model for Automobile sector.
6. Why is Manpower planning crucial for any organisation ? Bring out the basic essentials of recruitment process.

(4 × 5 = 20 marks)

Section C

Answer any **one** *question.*
It carries 10 *marks.*

7. Critically assess the impact of stress in todays corporate world. What are the various causes and remedial measures to over come stress ?
8. How are the contemporary issues in HR are influencing the corporate scenario ? Discuss in the light of new trends specifically like HR audit, HR., Analytics etc.

(1 × 10 = 10 marks)

Turn over

Section D (Compulsory)

Case Study

9. Read the case and answer questions given at the end :

Farmington, Connecticut-based Otis Elevators is the world's largest manufacturer, installer, and service of elevators, escalators, moving walk-ways, and other vertical and horizontal passenger transportation systems. Otis products are offered in more than 200 countries worldwide, and the company employs more than 63,000 people. Among its many installations are the Eiffel Tower, Sudney Opera House, Vatican, CN Tower (Toronto) and Hong Kong Convention Centre.

For years, the company had an ineffective performance management system that was excessively time consuming and inspired little confidence among employees or managers. In revamping its performance management, Otis moved toward a system that provided performance feedback based on critical strategic competencies related to the Company's new focus on project teams. For this realignment into project teams to be successful, managers were required to demonstrate specific competencies both team leadership and project management, as well as remain accountable for the financial and operating results of projects.

Releasing that critical feedback in these areas could not come exclusively from immediate supervisors, Otis had a custom-designed 360 degree feedback system developed that provided managers with feedback from those most directly affected by their performance, their subordinates, peers and customers. The system provides ratings on several critical core competencies and its administered entirely online via the company internet. The online system is easy to use, employs encryption technology to secure all data, and allows a performance review to be completed in 20 minutes. The system allows Otis to provide performance feedback in tandem with the Organisation's strategic objectives ; is far more efficient than the previous paper driven system; and perhaps, most importantly, has restored employee faith in the company's performance feedback system.

Questions :

(a) How can 360 degree feedback mechanism help Otis revamp its performance management system ?

(b) What critical inputs need to be considered while evaluating by customers, peers and bosses ?

(10 marks)

(Pages : 2)

7200—A 01—I S MBA— (R)—December 2014

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2014

A–01 : PRINCIPLES OF MANAGEMENT

Time : Three Hours

Maximum : 50 Marks

SECTION – A

1. Answer any 10 of the following, each carries one mark. (10x1=10)

   a) Define 'management' and describe its essential features.

   b) What is MBO? How is it different from MBE?

   c) What is power? What are the sources of power?

   d) What is mission?

   e) What is organization structure?

   f) Define Feed forward control.

   g) Differentiate line authority and staff authority

   h) Differentiate functional departmentation and departmentation by product

   i) What is bounded rationality?

   j) What is 'espirit de corps'?

   k) What is EQ?

   l) What is meant by virtual organization?

SECTION - B

Answer any *four* of the following questions. Each question carries 5 marks (4 × 5 = 20)

2. Define planning and explain its nature and steps involved in planning with suitable example
3. What is manpower planning and how it is relevant in achieving the organizational goals?
4. "Management is a science at the lower levels and an art at higher levels". Do you agree? Substantiate your point of view.
5. Select a leader you admire and identify his or her style of leadership.
6. What is systematic decision making? What are the requirements of systematic and structured decision making?

SECTION - C

Answer any one of the following questions, which carry ten marks. (1x10=10)

7. Sketch the evolution of management thought till date. Explain its relevance to today's world.
8. Do you think any one theory of motivation can work effectively to get the best out of an individual? Comment critically.

Turn over

SECTION – D

(Compulsory)

9. Read the following case and answer the questions given at the end. This section carries 10 marks.

(1x10 marks)

Quality Imports

Aftab is the president of a medium-sized company called Quality Imports that imports various brand name products like Gucci leather products and Paris perfumes for sale in Banglore. There are three managers in charge of the following departments - perfumes, leather goods, and jewelry. In each of these departments, there are three employees - a marketer, an accountant, and a receptionist. In addition, the marketer for perfumes has two assistants - a salesperson for Banglore and a salesperson for Dharwad.

Aftab allows his three managers to make a lot of decisions. At the beginning of the year he gets together with each manager and discusses their sales objectives and budgets. he then lets them make all their own decisions regarding suppliers, pricing, promotion, and product lines. As long as the managers are achieving their sales and profit targets, Aftab is happy.

Questions:

a) Draw an organization chart for Quality Imports.
b) What is the span of control of the manager of the perfume department?
c) What different forms of departmentalization do you see in this company? Explain.
d) Using this company as an example, discuss the meaning of "chain of command".
e) In your opinion, is this company centralized or decentralized? Explain.
f) Describe what a staff function is. Name one employee from the case that has a staff position.

(Pages : 2) **7207—A 08—IS—MBA (R)—Dec. 2014**

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2014

WRITTEN, ORAL AND SPOKEN COMMUNICATION SKILLS

Time : Three Hours Maximum : 50 Marks

Read all the questions carefully before answering.

Section A

1. Answer any *ten* questions. Each question carries 1 mark :

(a) Define Communication.

(b) What type of communication do you use for dead person ?

(c) What is noise ?

(d) What is an interview ?

(e) What do you mean by body language ?

(f) Mention any two types of interview.

(g) What is Verbal communication ?

(h) What is downward communication ?

(i) Give one example of written communication.

(j) Which can be used as media for oral communication ?

(k) What do you mean by feedback in process of communication ?

(l) Business meeting is example of which type of communication ?

(10 × 1 = 10 marks)

Section B

Answer any **four** *questions.*
Each question carries 5 *marks.*

2. Explain process of communication.
3. Give layout of letter and explain its different parts.
4. Explain the points to be taken care while making presentation.
5. What is grape wine ? How it is useful ?
6. What are different types of communication ? Explain.

(4 × 5 = 20 marks)

Turn over

Section C

Answer any **one** *question.*
It carries 10 *marks.*

7. You are a MBA student and not able to attend the college for one week due to some family function. There are Mid-SEM exams during the same week. Write a letter to the Director of the College requesting for permission.

8. Write a covering letter to Wipro applying for job as a MBA fresher in response to their paper advertisement. Attach your resume.

(1 × 10 = 10 marks)

Section D (Compulsory)

9. Explain the following case in your own words :

Communication skills are consistently rated among the top five characteristics of successful managers. Without adequate communication skills, an individual's academic, technical and professional expertise may not be recognized. Recruiters regularly stress the importance of communication, it is lens through which a manager is perceived. One need to strive to ensure that he is not merely adequate communicator – he need to be recognized for excellence in communication. This will act as his strength to build his career. English being the business language one need to be fairly good in it. Public speaking and presentation skills will add the weightage to anybody's qualification.

(10 marks)

6054 – A04 – IS MBA – D – 15

THIRD SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2015

MANAGEMENT

A04 : Financial Accounting for Managers

Time : 3 Hours] *[Max. Marks :* 50

Answer **all** *sections, marks are indicated against each section.*

Section A – (Marks : 10 × 1 = 10)

1. Answer any **10** of the following sub-questions. Each sub-question carries **1** mark.
   a) Distinguish between Accounting and Book-keeping.
   b) What are Special Journals? Why they are prepared?
   c) Name any three accounting firms operating in India.
   d) What do you understand by the term 'Contra Entry'? Give an example.
   e) What is a Suspense Account? Why it is opened?
   f) What is a Bank Reconciliation Statement? Why it is prepared?
   g) What are objectives of Inventory Valuation?
   h) What are cash and non-cash expenses?
   i) Differentiate between Horizontal Analysis and Vertical Analysis.
   j) What are Leverage Ratios? State any one leverage ratio.
   k) What is meant by Funds from Operations?
   l) What do you understand by Earnings Management?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *of the following question. Each question carries* **5** *marks.*

2. What are Accounting Concepts and Conventions? Explain briefly the different Accounting Concepts and Conventions followed by the Accountants while preparing and presenting the financial statements.
3. What are Final Accounts? State the objectives of preparing these accounts. Discuss the final accounts of trading organization.
4. What do you understand by Financial Analysis? Discuss the Statement of Changes in Financial Position as a tool for financial analysis.
5. a) Define Depreciation. Explain the need and significance of depreciation accounting. What factors should be considered for determining the amount of depreciation?
   b) A firm purchased on 1st January, 2011 a second hand machine for Rs. 7,40,000 and immediately spent Rs. 2,40,000 on its repairs and Rs. 20,000 on its creation. On 1st July, 2011, additional machinery costing Rs. 2,00,000 was purchased. On 1st July, 2013, the machinery purchased on 1st January, 2011 having become obsolete was sold for Rs. 5,00,000 and on the same date a fresh machinery was purchased at a cost of Rs. 6,00,000.

   Depreciation is provided for annually on 31st December every year. Prepare the Machinery Account as it would stand at the end of each year from 2011 to 2014 by following Written Down Value Method at 15% of charging depreciation in the books of the firm.
6. The following are the Balance Sheets of a firm for the years 2013 and 2014. Prepare a comparative B/S and study the financial position of the firm.

Balance Sheet as on 31-12-2013

Assets	Amount (Rs. Million)	Liabilities	Amount (Rs. Million)
Land & Buildings	37.0	Equity Capital	60.0
Plant & Machinery	40.0	Reserves & Surplus	33.0

[P.T.O.

Assets	Amount (Rs. Million)	Liabilities	Amount (Rs. Million)
Furniture & Fixtures	2.0	Debentures	20.0
Other fixed assets	2.5	Long-term loans	15.0
Inventory	25.0	Bills Payable	5.0
Accounts Receivable	20.0	Accounts Payable	10.0
Bills Receivable	15.0	Other current liabilities	0.5
Cash at Bank	2.0		
Total	143.5	Total	143.5

Balance Sheet as on 31-12-2014

Assets	Amount (Rs. Million)	Liabilities	Amount (Rs. Million)
Land & Buildings	27.0	Equity Capital	80.0
Plant & Machinery	60.0	Reserves & Surplus	22.2
Furniture & Fixtures	2.5	Debentures	30.0
Other fixed assets	3.0	Long-term loans	20.0
Inventory	35.0	Bills Payable	4.5
Accounts Receivable	25.0	Accounts Payable	12.0
Bills Receivable	9.0	Other current liabilities	1.0
Prepaid expense	0.2		
Cash at Bank	8.0		
Total	169.7	Total	169.7

Section – C (Marks : 1 × 10 = 10)

Answer any **1** *of the following question, which carries* **10** *marks.*

7. a) Discuss accounting as the language of business and the role of accounting information in making economic decisions.

b) Prepare Trading and Profit or Loss Account and Balance Sheet of XY Company from the following Trial Balance.

Trial Balance of XY Company as on 31.03.2015

Particulars	Debit Balances (Rs.)	Credit Balances (Rs.)
Stock on 01.04.2014	3,00,000	
Purchases	6,20,000	
Capital		4,77,000
Drawings	1,10,000	
Wages	37,000	
Salaries	90,000	
Travelling expenses	6,000	
Rent and insurance	20,000	
Interest		6,000

Particulars	Debit Balances (Rs.)	Credit Balances (Rs.)
Sales		16,30,000
Returns	35,000	20,000
Cash at Bank	90,000	
Account Payable		35,000
Bad Debts	5,000	
Buildings	60,000	
Plant and Machinery	1,00,000	
Furniture	50,000	
Accounts Receivable	5,00,000	
Cash in hand	27,000	
Sundry expenses	3,000	
Stock on 31.03.2015	4,00,000	
Outstanding salaries		10,000
Outstanding wages		7,000
Accrued interest	5,000	
Prepaid rent and insurance	6,000	
Depreciation:		
Plant & Machinery	25,000	
Buildings	6,000	
Furniture	5,000	
Total	2,50,000	2,50,000

8. Record the following transactions of XYZ Ltd. in general journal and various subsidiary books and prepare purchase, sales and cash account for the month of August 2015.

Aug. 1, 2015	Cash in hand Rs. 1,57,000, Cash at Bank Rs. 2,54,000 and Capital Account Rs. 4,11,000
Aug. 3, 2015	Bought goods for cash Rs. 41,000
Aug. 4, 2015	Purchased goods from M & Co. for Rs. 58,000 less 10% trade discount.
Aug. 7, 2015	Sold goods to B & Co. for Rs. 89,000 less 20% trade discount.
Aug. 9, 2015	Withdrew Rs. 5,000 from bank for personal use by the owner.
Aug. 12, 2015	Sold goods to Mr. A for Rs. 64,000
Aug. 15, 2015	Rs. 50,000 paid to M & Co. in full settlement of their account.
Aug. 18, 2015	Goods worth Rs. 4,000 returned by Mr. A
Aug. 20, 2015	Received Rs. 40,000 from Mr. A
Aug. 21, 2015	Purchased goods from S & Co. for Rs. 87,000
Aug. 23, 2015	Rs. 60,000 paid to S & Co. by cheque and allowed discount of Rs. 3,000
Aug. 24, 2015	Purchased furniture for Rs. 8,000 from S Furniture House on credit.
Aug. 26, 2015	Paid into bank Rs. 22,000
Aug. 28, 2015	Mr. A declared insolvent and a 50 paise in a rupee is received from his family.
Aug. 29, 2015	Goods worth Rs. 6,000 returned to S & Co.

Aug. 31, 2015	Interest on capital provided Rs. 4,110.
Aug. 31, 2015	Paid Rs. 5,000 for advertisement by cheque.
Aug. 31, 2015	Paid salaries to staff, Rs. 18,000
Aug. 31, 2015	Cash sales Rs. 2,18,000
Aug. 31, 2015	A cheque is issued for the purchase of 100 shares of ABC Company at Rs. 110 per share and for brokerage & others of Rs. 250
Aug. 31, 2015	Received Rs. 59,000 from B & Co. and allowed discount of Rs. 1,000

Section – D (Marks : 10)

(Compulsory)

9. Read the following case and answer the questions given in the case. This section carries **10** marks.
You have been furnished with the financial information of XYZ Ltd. for the last year.

Balance Sheet, December 31, Last year

Assets	Amount (Rs. in 000's)	Liabilities	Amount (Rs. in 000's)
Plant & Equipment	640	Equity share capital	
Land & Buildings	80	(Rs. 100 each)	1000
Stock	480	Retained earnings	368
Sundry Debtors 360		Sundry creditors	104
Less: Allowances 40	320	Bills payable	200
Prepaid insurance	12	Other current liabilities	20
Cash in hand	160		
Total	1692	Total	1692

Income Statement, year ended December 31, Last year

Particulars	Amount (Rs. In 000's)
Sales	4,000
Less: COGS	3,080
Gross profit on sales	920
Less: Operating expenses	680
Operating profit	240
Less: Tax @ 35%	84
Net profit after taxes	156

Sundry debtors and stock at the beginning of the year were Rs. 3,00,000 and Rs. 4,00,000 respectively.

a) Determine the following ratios of the XYZ Ltd. : i) Current ratio, ii) Acid-test ratio, iii) Stock turnover, iv) Debtors turnover, v) GP ratio, vi) NP ratio, vii) Operating ratio, viii) EPS, ix) Rate of return on equity capital, x) Market price of the shares if P/E ratio is 10 times.

b) Indicate for each of the following transactions whether the transaction would improve, weaken or have no effect on the current ratio of the XYZ Ltd.: i) Sell additional equity shares, ii) Sell 10% debentures, iii) Pay bills payable, iv) Collect sundry debtors, v) Purchase additional plant vi) Issuing bills payable to creditors, vii) Collecting bills receivable from debtors viii) Purchase of Treasury Bills, and Writing off bad debts.

6380 – A01 – IS MBA – D – 16

FIRST SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2016

Paper : A01 – PRINCIPLES OF MANAGEMENT

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** sub-questions, each sub-question carries **1** mark.
   - (a) Distinguish between Effectiveness and Efficiency.
   - (b) What do you mean by systems approach?
   - (c) What are planning premises?
   - (d) Distinguish between forecasting and planning.
   - (e) What is span of management?
   - (f) Distinguish between line and staff authority.
   - (g) What is the need of performance appraisal?
   - (h) What is participative management?
   - (i) What is division of labor?
   - (j) Distinguish between training and development.
   - (k) What is coordination?
   - (l) What are policies?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question caries* **5** *marks.*

2. How do the required managerial skills differ in the organizational hierarchy?
3. If you are the CEO of a large organization, how would you institutionalize ethics in the organization? 735 - 727 - 730
4. Why experience is often referred to not only as an expensive basis for decision-making, but also a dangerous one?
5. A formal organization is conceived as communication system. Is it? How?
6. Why do most small companies use functionally organized departments?

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question. Each question carries* **10** *marks.*

7. Why is Frederick Taylor called the father of the scientific management and Henri Fayol as the father of modern management theory?
8. What is controlling? Why would "managing by walking around" be considered a control technique.

[P.T.O.

Code of ethics - 735

Show the guidelines - control

following those instructions - controlling

Section D – (Marks : 1 × 10 = 10)

9. Read the following case and answer the questions given at the end.

William R. Hewlett and David Packard are two organizational leaders who demonstrated a unique managerial style. They began their operation in a one-car garage in 1939 with $538 and eventually built a very successful company that now produces more than 10,000 products, such as computers, peripheral equipment, test and measuring instruments, and handheld calculators. Perhaps even better known than its products is the distinct managerial style preached and practiced at Hewlett-Packard (HP). It is known as the HP Way.

What is the HP Way? I feel that in general terms it is the policies and actions that flow from the belief that men and women want to do a good job, a creative job, and that if they are provided the proper environment they will do so.

Bill Hewlett, HP co-founder

The values of the founders, who withdrew from active management in 1978, still permeate the organization. The HP Way emphasizes honesty, a strong belief in the value of people, and customer satisfaction. The managerial style also emphasizes an open-door policy, which promotes team effort. Informality in personal relationships is illustrated by the use of first names. Management by objectives is supplemented by what is known as managing by wandering around. By strolling through the organization, top managers keep in touch with what is really going on in the company.

This informal organizational climate does not mean that the organization structure has not changed. Indeed, the organizational changes in the 1980s in response to environmental forces were quite painful. However, these changes resulted in extraordinary company growth in that decade.

In the 21st Century, however, the fortune began to change. In the new competitive environment, HP felt it necessary to merge with another computer giant, Compaq. The merger architect, Carly Fiorina, was strongly opposed by Walter Hewlett, the son of William Hewlett. After a close vote, the merger was approved, but not without a challenge by Mr. Hewlett. Still, the merger, which was opposed by the majority of HP's employees, went through. Now the challenge begins for Ms. Fiorina not only to re-establish the morale of the HP people but also to merge the HP culture with that of Compaq. Critics predict the HP Way cannot be continued.

Questions:

(a) Is the HP way of managing creating a climate in which employees are motivated to contribute to the aims of the organisation? What is unique about the HP Way?

(b) Would the HP managerial style work in any organization? Why or why not? What are the conditions for such a style to work?

(c) Do you think it is possible to maintain the HP Way after the merger with Compaq, the court battle, and the damaged morale at HP? Why or why not?

6381 – A02 – IS MBA – D – 16

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2016

A-02 : MICRO ECONOMICS FOR MANAGERS

(New)

Time : 3 Hours] [Max. Marks : 50

All sections are compulsory. Read instructions given at each section.
Relevant illustrations must be given wherever required.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.
   (a) What is Applied Economics?
   (b) What do you mean by Utility from the product angle?
   (c) What is Forecasting?
   (d) What are the objectives of the firm?
   (e) State the factors behind shifts in the Demand Curve.
   (f) Give the meaning of Law of Diminishing Returns.
   (g) Give the meaning of the term pure monopoly.
   (h) What do you mean by mark-up pricing?
   (i) Define perfect competition.
   (j) Distinguish between Actual cost and Imputed cost.
   (k) Why does a demand curve slope downward to the right?
   (l) How will you define economies of scale?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. How does economic theory contribute to managerial decisions? Briefly explain.
3. State and illustrate the Cobb-Douglas production function. What are the properties of this function?
4. Define market demand. Suppose there are three consumers (A, B and C) of a commodity and their demand schedules are given as follows :

Price of X (Rs.)	Quantity of demanded by			Market Demand =(A+B+C)
	A	B	C	
25	0	0	0	0
10	0	0	0	0
8	4	2	0	6
6	8	4	0	12
4	12	6	4	22
2	16	8	8	32
0	20	10	12	42

Derive market demand of curve of commodity X.

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- In the niche meats, the declining order of preferential is listed as:
  I. Naturally raised
  II. Humanely raised
  III. Local, and
  IV. Grass fed
- California retail niche meat customer have the following attributes:
  I. Highly educated.
  II. Professional.
  III. Health conscious..
  IV. Affluent.
  V. Environmental concerned.
  VI. Caring for their families and communities.
  VII. Niche meat market demand is promising in growth of profitable business.
  VIII. By and large, usually buyers have tendency of preferring fresh meats to frozen ones.
  IX. Price premium is based on specific niche attribute of meat brand, meat cut (such as Halal or otherwise).
- Organic meats price premium is 10-30% over the price of conventional meats.
- Availability of supply of adequate quantity regularly is a big challenge of distribution in the niche meat market.
- Distributors in general are looking for a wider range of meat product including the niche meats to cater to the overall market demand.
- Some buyers have expressed their preference to buy niche meats directly from the producers such as family farmers rather than the distributors (middlemen).

QUESTIONS:

(a) What kind of demand estimation model would you suggest in empirical study of niche meats demand?

(b) What is your perception of niche meats demand in Metropolis of developing countries such as India, Malaysia, etc.?

6382 – A03 – IS MBA – D – 16

FIRST SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2016

A03 - QUANTITATIVE METHODS - I

Time : 3 Hours] [Max. Marks : 50

Answer **all** *Sections.*
Graph sheets are provided in the answer book.
Statistical tables are allowed.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** of the following .
   (a) Define Median.
   (b) State any two business applications of Standard Deviation.
   (c) What is Skewness?
   (d) What are Deciles?
   (e) What are Ogives?
   (f) State lines of Regression.
   (g) Define co-efficient of determination.
   (h) What is Null Hypothesis?
   (i) What is Level of significance?
   (j) What is type-I error?
   (k) What is conditional probability?
   (l) What is quota sampling?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *of the following.*

2. Explain in brief any five business applications of Statistics.

3. Explain various methods of calculating Price Index Numbers.

4. Define Probability. Hence calculate the probability of obtaining.

   (a) An even Number and (b) A prime Number on face in a die tossing experiment.

5. State the properties of Normal Distribution and standard normal curve. Mention any two business applications of Normal distribution.

6. The average commission charged by full-service brokerage firms on a sale of common stock is 144, with a Standard Deviation of 52. Joel Freelander has taken a random sample of 121 trades by his clients and determined that they paid an average commission of 151. At a 0.05 significance level, can Joel conclude that his client's commission are higher than the industry average?

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7

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *of the following.*

7. Sales and advertise expenditure of XYZ company is recorded here below :

Sl.No.	1	2	3	4	5	6	7	8	9
Advertisement expenditure in Lakh Rs.	3	4	6	7	9	13	15	17	20
Sales in Tonnes	20	23	27	35	39	49	58	59	62

Calculate Correlation co-efficient and determine sales for an advertisement expenditure of 25 lakh rupees.

8. An investor is interested in seeing if there are significant differences in the rates of return on stocks, bonds, and mutual funds. He has taken random samples of each type of investment and has recorded the following data.

Rate of Return (per cent)

Stocks	2.0	6.0	2.0	2.1	6.2	2.9
Bonds	4.0	3.1	2.2	5.3	5.9	
Mutual funds	3.5	3.1	2.9	6.0		

a) State null and alternative hypotheses.

b) Test your hypotheses at the 0.05 significance level.

c) State an explicit conclusion.

Section D – (Marks : 10)

Solve the following case:

9. The manager of a Famous Restaurant in Long Island has received complaints that the customers have to eat too long in the lounge after they arrive at the restaurant and before they are actually served dinner. The manager believes that on an average, the customers should not have to wait for more than 30 minutes. He selected a random sample of 50 customers and kept track of their waiting times. The following data were recorded, with waiting time measured in minutes.

29	40	25	31	60	68	39	42	60	43
28	52	30	32	48	17	40	21	31	30
51	72	22	29	19	43	43	36	50	32
43	41	34	45	47	23	48	24	31	35
24	23	19	24	54	56	56	65	47	39

(a) Develop a frequency distribution using 7 classes.

(b) Compute the Mean and Median waiting time for this sample of customers.

(c) Compute the average waiting time from the grouped data.

(d) Compute the variance and Standard Deviation for these data.

(e) Compute the values of Q_1 and Q_3 and inter-quartile range.

(f) Compute the coefficient of Skewness.

6383 – A06 – IS MBA – D – 16

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2016

MANAGEMENT

A04: Financial Accounting for Managers

Time : 3 Hours] [Max. Marks : 50

Answer **all** *Sections.*

Marks are indicated against each Section.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** of the following sub-questions, each carries **1** mark.
   - (a) Distinguish between Accounting and Book-keeping.
   - (b) What is meant by the Generally Accepted Accounting Principles?
   - (c) What are Assets and Liabilities?
   - (d) Differentiate between Journal and Ledger.
   - (e) What do you understand by Trial Balance?
   - (f) What are Adjustment Entries?
   - (g) What do you understand by the term 'Contra Entry'? Give an example.
   - (h) State any two limitations of financial statements.
   - (i) What are the objectives of inventory valuation?
   - (j) How do you compute the cost of goods sold of a manufacturing firm?
   - (k) State any two ratios which can be used for testing liquidity power of a company.
   - (l) What is a Net Worth?

Section B – (Marks : 4 × 5 = 20)

Answer any **4** *of the following questions, each carries* **5** *marks.*

2. What are Financial Statements? Briefly discuss the importance of financial statements to the different users.

3. (a) What are Special Journals? Why they are prepared?

   (b) Record the following transactions in various subsidiary books for the month of Oct. 2016.

Oct. 1	Cash in hand Rs. 1,57,000, Cash at Bank Rs. 2,54,000 and Capital Account Rs. 4,11,000
Oct. 3	Bought goods for cash Rs. 41,000
Oct. 4	Purchased goods from M & Co. for Rs. 58,000 less 10% trade discount.
Oct. 7	Sold goods to B & Co. for Rs. 89,000 less 20% trade discount.
Oct. 9	Withdrew Rs. 5,000 from bank for personal use by the owner.
Oct. 12	Sold goods to Mr. A for Rs. 64,000.

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Oct. 15 Rs. 50,000 paid to M & Co. in full settlement of their account.
Oct. 18 Goods worth Rs. 4,000 returned by Mr. A.
Oct. 20 Received Rs. 40,000 from Mr. A.
Oct. 21 Purchased goods from S & Co. for Rs. 87,000.
Oct. 23 Rs. 60,000 paid to S & Co. by cheque and allowed discount of Rs. 3,000.
Oct. 24 Purchased furniture for Rs. 8,000 from S Furniture House on credit.
Oct. 26 Paid into bank Rs. 22,000.
Oct. 28 Mr. A declared insolvent and a 50 paise in a rupee is received from his family.
Oct. 29 Goods worth Rs. 6,000 returned to S & Co.
Oct. 31 Paid Rs. 5,000 for advertisement by cheque.
Oct. 31 Paid salaries to staff, Rs. 18,000.
Oct. 31 Cash sales Rs. 2,18,000.
Oct. 31 Received Rs. 59,000 from B & Co. and allowed discount of Rs. 1,000.

4. (a) What is a Suspense Account? Why is it opened?

(b) Explain the different types of errors with suitable examples and state how they affect the Trial Balance.

5. (a) Define Depreciation. Explain the need and significance of depreciation accounting.

(b) A firm purchased on 1st Jan. 2013 a second hand machine for Rs. 3,70,000 and immediately spent Rs. 1,20,000 on its repairs and Rs. 10,000 on its erection. On 1st July 2013, additional machinery costing Rs. 1,00,000 was purchased. On 1st July 2015, the machinery purchased on 1st Jan. 2013 having become obsolete was sold for Rs. 2,50,000 and on the same date, a fresh machinery was purchased at a cost of Rs. 3,00,000.

Depreciation is provided for annually on 31st Dec. every year. Prepare the Machinery A/c as it would stand at the end of each year from 2013 to 2016 by following Written Down Value Method at 15% of charging depreciation in the books of the firm.

6. (a) Define Cash from Operation. What are the important sources and application of cash in a modern business organization?

(b) Calculate cash lost in operations from following information:

Particulars	Amount (Rs.)
Net loss after adjustment	1,40,000
Depreciation	32,000
Preliminary expenses written off	10,000
Goodwill written off	12,000
Provision for doubtful debts	8,000
Commission accrued	16,000
Dividend received	26,000
Loss on sale of machinery	12,000

7.

8.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *of the following questions, which carries* **10** *marks.*

7. From the following Trial Balance of PQR Ltd, prepare Trading and Profit/Loss Account for year ended 31st December 2015 and a Balance Sheet as on that date:

Trial Balance as on 31.12.2015

Debit Balances	**Rs.**	**Credit Balances**	**Rs.**
Opening Stock	20,00,000	Sales	2,70,00,000
Purchases	80,00,000	Purchase Return	4,00,000
Sales Return	6,00,000	Discount	5,20,000
Carriage Inwards	3,60,000	Accounts Payable	25,00,000
Carriage Outwards	80,000	Bills Payable	1,80,000
Wages	42,00,000	Capital	75,00,000
Salaries	27,50,000		
Plant & Machinery	90,00,000		
Furniture	8,00,000		
Accounts Receivable	52,00,000		
Bills Receivable	2,50,000		
Cash in hand	6,30,000		
Travelling Expenses	3,70,000		
Lighting Expenses	1,40,000		
Rent and Taxes	7,20,000		
General Expenses	10,50,000		
Insurance Expenses	1,50,000		
Drawings	18,00,000		
Total	**3,81,00,000**	**Total**	**3,81,00,000**

Adjustments:

(a) Stock on 31st December, 2015 was valued at Rs. 24,00,000, (b) Wages Outstanding for December 2015 amounted to Rs. 3,00,000, (c) Salaries Outstanding for December 2015 amounted to Rs.2,50,000 (d) Prepaid Insurance amounted to Rs. 30,000 and (e) Depreciation of Plant & Machinery at 5% and on Furniture at 20%.

8. (a) What is a Statement of Changes in Financial Position? What is the purpose served by this statement? How does it differ from a balance sheet or income statement?

(b) X Company has made plans for the next year. It is estimated that the company will employ total assets of Rs. 8,00,000; 50% of the assets being financed by borrowed capital at an interest cost of 8% per year. The direct costs for the year are estimated at Rs. 4,80,000 and all other operating expenses are estimated at Rs.80,000. The goods will be sold to customers at 150% of the direct costs. Tax rate is assumed to be 50%.

You are required to calculate

(i) net profit margin; (ii) return on assets

(iii) assets turnover and (iv) return on owners' equity.

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Section D – (Marks : 1 × 10 = 10)

(Compulsory)

9. Read the case and answer the questions given at the end. This section carries 10 marks.

Given below is the Balance Sheet of ABC Company Ltd., as on 31st Dec. of the current year:

Assets		**Amount (Rs.)**	**Liabilities**	**Amount (Rs.)**
Fixed assets	50,00,000		Equity share capital	20,00,000
Less: Depreciation			7.5% Preference share capital	10,00,000
Written off	16,00,000	34,00,000	General Reserve	4,00,000
Stock		6,00,000	6% Debentures	6,00,000
Sundry Debtors		8,00,000	Sundry Creditors	10,00,000
Cash		2,00,000		
Total		**50,00,000**	**Total**	**50,00,000**

The following information is available:

(a) Fixed assets costing Rs. 10,00,000 to be installed on 1st Jan. and would become operative on that date, payment to be made on 31st Dec. of the next year.

(b) The fixed assets turnover ratio (on the cost of the fixed assets) would be 1.5 times.

(c) The stock turnover ratio would be 14.4 times (calculated on the basis of the average of the opening and closing stocks and sales).

(d) Debtors would be 1/9 of turnover (the value of sales).

(e) Creditors would be 1/5 of materials consumed.

(f) In Dec. next year a dividend of 10% on equity capital would be paid.

(g) Rs. 5,00,000, 6% debentures would be issued on 1st Jan. next year.

(h) The break-up of cost and profit would be as follows :

Material	40%
Labour	25%
Manufacturing expenses	10%
Office & Selling expenses	10%
Depreciation	5%
Profit	10%
Sales	100%

The profit is subject to debenture interest and taxation at 50%.

You are required to prepare the forecasted Balance Sheet as on 31st Dec. next year and calculate the following ratios: (i) Current ratio, (ii) Fixed Assets to Net Worth ratio, and (iii) Debt equity ratio.

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6384 – A05 – IS MBA – D – 16

FIRST SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2016

A05 : MARKETING MANAGEMENT

Time : 3 Hours] [Max. Marks : 50

Part A – (Marks : 10 × 1 =10)

1. Answer any **twelve** out of **12** sub-questions, each carries **1** mark.

   a) Define BCG matrix.

   b) Describe elements of the marketing mix.

   c) What do you mean by PLC?

   d) What is green marketing?

   e) What is a Product Line?

   f) Differentiate between selling and marketing concept.

   g) What is the role of philosophies of Marketing Management? concepts

   h) What do you mean by marketing opportunities?

   i) Enumerate types of pricing methods.

   j) Define core concepts of marketing.

   k) Define consumer and industrial product.

   l) Why most of the products fail in the market?

Part B – (Marks : 4 × 5 = 20)

Answer any **4** *out of* **5** *questions. Each carries* **five** *marks.*

2. What do you mean by PLC? Explain each stage in detail with example.
3. Explain why implementation, evaluation, and control of the marketing plan are necessary.
4. Explain causes of new method of marketing in the mobile internet era in India.
5. Define NPD (New Product Development) strategy with appropriate examples.
6. Explain determinants of Channel Design Decisions.

Part C – (Marks : 1 × 10 = 10)

Answer any **one** *question out of* **2***. It carries* 10 *marks* (7 & 8)

7. Explain importance of marketing manager's responsibilities and functions in a Small-Scale Industry.
8. Explain Branding and Packaging Decisions for a home industry food product.

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Part D – (Marks : 10)

(Compulsory)

9. Read the Case and answer the questions given at the end.

The New Scorpio came after a gap of 24 months since its last launch, during which the competition launched a slew of products.

For an Indian brand which is more than a decade old, garnering 3,000 bookings in just four days after a re-launch is no mean feat. However, Pawan Goenka, the head of Mahindra & Mahindra's (Mahindra) automotive division, treads with caution around the buyer enthusiasm for the all-new Scorpio. According to him, the product will be truly successful if it generates consistent sales for not just a month or a year, but for three or four years, or at least until its investment is recovered. Sales of the previous -generation Scorpio, which got replaced in September, stood nearly unchanged last year, compared to the year before.

But its highest volume model, Bolero, saw a fall of 11 per cent in the same period. The two models contribute nearly 65 per cent of Mahindra's total Utility Vehicle (UV) volumes. And, UVs are Mahindra's bread and butter passenger car segment. But Goenka, who has been associated with the Scorpio since it began its journey 12 years ago, admits that it is getting increasingly difficult to repeat achievements of the past. In less than three years, its share in the UV space has fallen to 37 per cent from 55 per cent, as per data shares by the Society of Indian Automobile Manufacturers (SIAM). But it is not competition alone that has led to Mahindra's plight. The Mumbai-based company exhausted its launch pipeline, leaving a gap of several months. The new Scorpio came after a gap of 24 months since its last launch, during which the competition launched a slew of products. "Three years ago, a person walking into a Mahindra showroom had more or less made his decision of making the purchase. It used to be just a matter of (discounting) a couple of thousand rupees and the deal was done. But today he comes to the showroom to check out the product first, because he knows there are other competing products", says Goenks. Over the last few years, companies like Honda, Nissan, Renault and Ford have made significant in-roads, and UVs are not even their primary segment as with Mahindra. These have sedans and hatchbacks in their portfolio, too. Even Maruti Suzuki, a compact-car-led manufacturer, launched the Ertigo, a Multi-Purpose Vehicle (MPV), that competes with the Mahindra Xylo, but is a greater success.

When demand began to move towards compact SUVs like the Ford EcoSport and Renault Duster, Mahindra did not have a product ready. Similarly, the Ertiga and Honda Mobilio, both MPV successes, had less bulky dimensions than the Xylo, Deepesh Rathore, director, Emerging Markets Automotive Advisors (EMMAA), an automotive consulting firm, says, "Mahindra lost the plot when it did not see the opportunity for small monocoque SUVs and MPVs. Vehicle like the Duster , EcoSport, Ertiga, Mobilio and the Nissan Terrano account for 20,000 units per month and are in two of the fastest -growing segments. Mahindra's half-hearted attempts like the Quanto did not work. Even if it has seen the opportunity, developing a competitive vehicle means an all new platform". The issue of quality has nagged the brand, as well. "Mahindra's quality has improved but it still does not compare with Japanese manufacturers. The UV segments it operated in had consumers with a high level of tolerance for such issues. But it is not so in the small SUV/MPV segments," says Rathore.

Players like Hyundai, General Motors, Volkswagen and Fiat are set to enter either of these two segments, even as existing players line up more products. Small SUVs from Hyundai, Maruti Suzuki and Tata Motors are ready for next year. Mahindra is looking to arrest further erosion, without hurting margins. It has lined up five products - a mini-SUV, a new MPV and the upgraded Quanto and Xylo for the next two-three years.

It is aggressively pushing for lower development costs on all products, to shorten the break-even time. The all-new Scorpio was built at a cost of Rs. 110 crore (excluding the chassis), a fraction of the cost incurred internationally. "When we had launched the Scorpio in 2002, we knew that we could manage a volume of 50,000 per years for four years to get a successful launch. The current scenario is that a 50,000 units per year for four year is becoming a distant dream for most products. We need to redefine our business model in a way that instead of 50,000 for four years, we have 50,000 for three years or 40,000 for four years. That means much lower volumes to recover our investment from. You will see shorter product cycles, more refreshes happening", says Goenka. It has to move fast in the very segment it popularized.

a) Define marketing strategy for Mahindra by adopting appropriate marketing mix (4Ps) to beat its competitors.

b) Help the company with appropriate BCG matrix portfolio for its upcoming new car models.

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6385 – A06 – IS MBA – D – 16

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2016

A06 : INTRODUCTION TO COMPUTERS

Time : 1½ Hours] [Max. Marks : 25

Section A – (Marks : 5 × 1 = 5)

1. Answer any **5** out of **6** sub-questions. Each carries **one** mark.

   a) What are Macros?

   b) What do you mean by open source software?

   c) Name the super computer developed by C-DAC.

   d) What is the use of start braces and end brace in a C program?

   e) Name the derived data types in C.

   f) What do you mean by proprietary software? Give examples.

Section B – (Marks : 2 × 5 = 10)

Answer any **2** out of s sub-questions. Each carries **five** marks.

2. What are the components of a central processing unit?

3. Write a note on storage devices.

4. Write a note on the AND and OR logical operators.

Section C – (Marks : 1 × 10 = 10)

(Compulsory)

5. With a suitable problem of your choice, compare the 'While' and 'Do-While' loop.

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6392 – IS MBA – Pr – V – D – 16

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2016

INTRODUCTION TO COMPUTERS

(Practical)

Time : 1½ Hours] [Max. Marks : 25

Section A – (Marks : 2 × 10 = 20)

*Answer any **2** out of **3** questions. Each carry **10** marks.*

1. Create your resume using General Templates.

2. Using spreadsheet define salary statement as follows:

EMPCODE	NAME	BASIC	DA	HRA	Gross	P.Tax	PF	Net Salary

DA - 65% of basic.

HRA - 15% of basic

P. Tax Rs. zero for basic less than 10,000

Rs. 100 for basic 10,000 to 14,999

Rs, 200 for basic $\geq$ 15,000

PF 12% of basic.

3. Use of IT in Management. Explain using presentation slides.

Section B

Viva-voce (5 marks)

6386 – A07 – IS MBA – D – 16

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2016

HUMAN RESOURCE DEVELOPMENT

Time : 3 Hours] [Max. Marks : 50

Answer **all** *the Sections.*
Marks are indicated against each Section.

Section A – (Marks : 1 × 10 = 10)

1. Answer any **ten** out of **twelve** questions.
   a) What is meant by Human Resource Development?
   b) What is Role Analysis and Development?
   c) What is Simulation?
   d) What is Sensitivity Training?
   e) What is meant by Cross Functional Training?
   f) What is Orientation?
   g) What is Transaction Analysis?
   h) What is meant by Ulterior Transaction?
   i) What is Time Management?
   j) What is Performance Management?
   k) Difference between Eustress and Distress.
   l) What is meant by Career Counselling?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *out of* **five** *questions.*

2. Explain the significance of HRD in the organizational scenario.
3. Discuss on a Systematic Approach to training.
4. Explain the process of Career Planning and Development and write the difference between IQ and EQ.
5. Explain the different types of transaction in Transaction Analysis and elaborate on the Ego states.
6. Explain the process of counselling and discuss on the different types of counselling.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** out of **two** questions. It carries **ten** marks.

7. Explain the process of Human Resource Planning and guidelines for having an effective human resource planning.
8. Explain the modern methods of Performance Appraisal and strategies to manage stress.

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Section D – (Marks : 1 × 10 = 10)

(*Compulsory*)

9. Read the following Case Study and answer the questions given at the end. This section carries **10** marks.

The shrill ring of the telephone woke up Vikas Sethi. It was 1 a.m. His heart missed a beat for the fear of unknown when he picked up the phone. It was the security guard of his office building and he sounded very tense. He had found the back door of the office open and wanted Vikas to come there as soon as possible. Vikas wondered as to what could have gone wrong and started to get ready to leave. The call had woken up his wife. She glared at him and indicated without saying a word that he lock the door from outside.

Vikas was the General Manager of All Time Services which began its operations 8 years ago. The Company was in the business of providing services to customers anytime, anywhere. The owner, Seema Rastogi, had lost her husband 10 years ago and had started All Time Services to support her two children who were now teenagers. Vikas and Navneet Sikand, the Operations Manager, were the first two employees recruited by Seema. The total staff strength was 28 now.

While driving towards his office, Vikas tried to reflect on his work. His days at work had become monotonous and so full of work that he was exhausted by the time he reached home. The frustration was so much that it was affecting his behaviour at home. Arguments with his wife had increased lately, and he often found himself scolding his two children for minor things that would not have had an impact on him earlier.

There had been a major crisis in the office 2 days ago. The chairperson reached the office in a state of fury and demanded the monthly report which she had to present in the board meeting. She had to review the report so that she was prepared to answer the questions posed by the board. The report was to have been prepared by Vikas, but he had not been able to complete it on account of other pressures. He blamed himself internally for his oversight. After the chairperson had left, Vikas went to Navneet to tell him that he needed a clerical person to help him out with his kind of routine work. Navneet was of the opinion that the company was already overstaffed with so many competitors in the same field, it had become difficult to get new clients. He observed that they were also losing their permanent clients to competitors. The expenses on additional manpower would only make matters worse. Vikas agreed with him in principle but also commented that he found the current workforce inefficient. Navneet took these remarks personally as he felt that Vikas was hinting at the performance of two new employees who were hired on Navneet's recommendation. This led to an argument between the two which ended up in Vikas walking out of Navneet's room.

When Vikas came out of his room in the afternoon, he saw three customers waiting at the front office with no one to attend them. He attended to their needs personally. After the customers had left, he went to look for the three front end attendants who were supposed to be at the reception. He found two of them sitting at the coffee bar and one attending to a personal call on his mobile. This sent his blood boiling, and he summoned all three of them to his office. He yelled at them and demanded an explanation. They kept their heads down and said nothing. He

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then called their supervisor Naman Malhotra to account for this. Naman had been with the company for the past 4 years and was considered as an asset to the organization. Vikas asked Naman for an explanation. Naman said that he had no control over the attendants as they were directly reporting to Navneet. Whenever he would try to ask them for reasons for their misconduct, Navneet would interfere and ask Naman to mind his own business. Naman complained that he was losing all control over his subordinates. Vikas was thoroughly frustrated by this time, but he still tried to keep his cool.

Before leaving in the evening, he called on his secretary (appointed on Navneet's recommendation) and asked for the letters that he had asked her to type. While going through the letter, Vikas noticed two glaring mistakes that had changed the entire context of the letter. He decided to stay back and retype the letter.

As he drove down to his office after the telephone call from the office guard, he wondered how the grave mistake of leaving the back door open could have happened. Who was the last person to leave the office? As far as he could remember, when he left yesterday, Navneet was the only person remaining in the office. So, was Navneet responsible or could it be someone else.

<u>Questions</u> :

a) What symptom of stress is Vikas exhibiting?

b) Identify the sources of stress for Vikas. Is he responsible himself for this?

c) How can Vikas improve the situation and manage his stress?

d) How can the organization help Vikas alleviate his stress?

6387 – A08 – IS – MBA – D – 16

FIRST SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2016

MANAGEMENT

Paper: A08: Written, Oral and Spoken Communication Skills

Time : 3 Hours] [Max. Marks : 50

Answer **all** *the sub questions at one place.*

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** of the following:
   a) Kinesics communication
   b) Downward communication
   c) Grapevine.
   d) Paralanguage
   e) Semantic barrier.
   f) Passive listener
   g) Full block form layout
   h) Exit interview
   i) Group communication
   j) Extempore
   k) Feedback
   l) Salutation.

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions, each question carry* **five** *marks.*

2. What are the essentials of effective letter writing?
3. "All communication is manipulative in nature." Discuss.
4. Explain different types of communication barriers and how will you overcome these barriers?
5. What aspects does interviewer assess when they interview candidate?
6. What is the role of communication medium in making or breaking the success of communication? Support your answer with suitable examples.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question, which carry* **ten** *marks.*

7. "When you lack confidence in a situation, your body language will tell to others that you are unsure of yourself." Discuss in which way body language can betray lack of confidence.
8. Assume that your college library intends to buy display board & racks. Draft the college principal's letter asking Mar Displays for their catalogue & quotation. The letter should stress that a substantial concession is expected as it's an educational institute.

[P.T.O.

Section D – (Marks : 1 × 10 = 10)

9. Read the following case and answer questions given at the end.

CASE: COMMUNICATION FAILURE

Mr. and Mrs. Basu went to Woodland's apparel section to buy a pullover. Mr,. Basu did not read the price tag on the piece he had selected. While making the payment, he asked for the price at the counter. The answer was " ₹ 950."

Meanwhile, Mrs. Basu, who was still shopping, came back and joined her husband. She was glad that he had selected a nice black pullover for himself. She pointed out that there was a 25 per cent discount on that item. The person at the billing counter nodded in agreement.

Mr. Basu was thrilled to hear that. "That means the price of this pullover is just ₹ 645. That's fantastic," said Mr. Basu. He decided to buy another pullover in green.

In no time, he returned with the second pullover and asked the salesperson to pack both. When he received the cash memo for payment, he was astonished to find that he has to pay ₹ 1,900 and not ₹ 1,290 as he had expected.

Mr. Basu could hardly reconcile himself to the fact that salesperson had first quoted the discounted price ₹ 950. But the original price printed on the pack is ₹ 1,225.

Questions to Answer:

a) Identify the three sources of Mr. Basu's information about the price of the pullover.

b) Discuss the main filter involved in this case.

c) What should Mr Basu have done to avoid the standing?

d) Who is to blame for this communication gap? Why?

4351 – A01 – IS MBA – D – 17

FIRST SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION,

DECEMBER 2017

Paper : A-01 – PRINCIPLES OF MANAGEMENT

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** sub-questions, each carries **1** mark.

   a) What is decision-making?

   b) What is planning?

   c) What is unity of command and unity of direction?

   d) Distinguish between centralized decentralized authority.

   e) What is MBO?

   f) Write the elements of effective control.

   g) What is leadership?

   h) What is performance appraisal?

   i) Write the different levels of Management.

   j) Distinguish between Management and Administration.

   k) What is Espirit de corps?

   l) Is Management - an art or science?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Discuss the trends and challenges of management in global scenario.
3. Explain different types of leadership styles.
4. Explain the concept of line and staff organization and discuss its relative merits and demerits.
5. Why planning is regarded as the primary function of management? Explain the various steps in planning.
6. Explain the Henry Fayol's three basic managerial skills.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question of the following*:

7. Discuss the evolution of Management thoughts mentioning important milestones on the way.
8. What is the difference between job satisfaction and organizational commitment? How do the two concepts relate to one another?

[P.T.O.

(b) the probability of exactly one boy is lost (c) the probability of exactly

Section D – (Marks : 10)

9. Read the following case and answer the questions given.

Tom (who works for Blocks Ltd.) and **Deirdre**, (who works for Fones Ltd.), are employed as production managers. Last night, both of them attended a staff development meeting organised by a Production Management Institute (a professional body) of which they are members. During the tea-break. Tom and Deirdre discussed the various leadership styles that they were following in their respective organizations.

Tom told Deirdre that he had a friendly personality and was optimistic that he will get on well with the workers in the factory. He went on to say that a total of fifty workers are employed, with 40 of them having been employed with the business for over 20 years. The others, mostly unskilled, tend to be younger workers who stay for a year or so and then move on, since Tom thinks that they are harder to motivate. Tom is aware that new Health & Safety regulations are due to be implemented and this will require discipline in the workforce. He is thinking of adopting a more autocratic leadership style.

Deirdre told Tom that she was newly appointed to the role, and was relatively inexperienced. She pointed out that she manages a team of forty workers, grouped into project teams with highly skilled and experienced staff in each team. Deirdre mentioned that her predecessor was unpopular with the workforce since he adopted an autocratic style of leadership. At one stage the Labour Relations Agency were asked to mediate in a dispute regarding management/employee relations. In view of this, she had been thinking of adopting a democratic leadership style.

Questions:

a) Explain the key functions of management within organizations such as Blocks Limited and Fones Limited.

b) Discuss whether or not Tom and Deirdre should adopt their proposed new leadership styles within their respective organizations.

c) With reference to each organisation (Blocks Limited and Fones Limited), discuss the role of management in motivation.

4352 – A02 – IS MBA – D – 17

FIRST SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION,
DECEMBER 2017

(New)

Paper : A-02/A – 13: MICRO ECONOMICS FOR MANAGERS

Time : 3 Hours] [Max. Marks : 50

All sections are compulsory.
Read instructions given at each section.
Relevant illustrations must be given wherever required.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **Ten** out of **Twelve** of the following sub-questions. Each question carries **one** mark.
   a) What factors influenced to ME to become a New Management Subject?
   b) What is the difference between Micro and Macroeconomics?
   c) What do you mean by Participatory Economics?
   d) What is the basis of demand for a Commodity?
   e) What do you mean by Marginal Utility?
   f) What is Production Function?
   g) Define the Law of Diminishing Returns
   h) What do you mean by Perfect Competition?
   i) What is Monopolistic Competition?
   j) What is the Life Cycle of a Product?
   k) What do you mean by Penetrating Pricing?
   l) Distinguish between Accounting profit and economic profit.

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. "Managerial economics bridges the gap between economic theory and business practice". Explain.

3. Define and distinguish between Arc elasticity and Point elasticity.

4. How are short-run laws of production different from the long-run laws of production?

5. What are the different types of market structure? What are the main features of different kinds of markets?

6. Examine critically profit maximisation as the objective of business firms. What are the alternative objectives of business firms?

[P.T.O.

(b) the probability of exactly one boy is lost (c) the probability of exactly

Section C (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. What are the opinion poll methods of demand forecasting? What is the difference between the 'expert opinion poll' method and 'Delphi method'? Which of the two methods is preferable under what conditions?

8. What is meant by 'peak-load pricing'? Why is sometimes peak-load pricing inevitable? What are its advantages and disadvantages?

Section D – (Marks : 10)

(Compulsory)

9. A manufacturing firm produces and sells 5,000 units of a product X, where it's AC = MC and makes only normal profit. The firm gets an additional order of 1,000 units at the ruling price. Should the firm, a profit maximising one, accept or reject the order. Justify your answer by using imaginary cost curves.

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4353 – A03 – IS MBA – D – 17

FIRST SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2017

CHOICE BASED CREDIT SYSTEM

A03: Quantitative Methods-I

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Answer any **10** out of **12** sub-questions. Each carries **one** mark.
   a) What are the different measures of central tendency?
   b) What is the role of statistics?
   c) List down four commercially available statistical packages.
   d) Why is Median a good measure of central tendency?
   e) What does the 'Range' tell about the data?
   f) What are Quartiles?
   g) What are the components of a five number summary?
   h) What are the different types of probability distribution?
   i) What is the compliment of the probability of a Type II error?
   j) When is a non-parametric test used?
   k) Write down the simple regression model.
   l) What is Standard Deviation?

Section B – (Marks : 4 × 5 = 20)

Answer any **4** *out of* **5** *questions. Each carries* **five** *marks.*

2. Giving suitable example, explain the different types of measurement scales.
3. Explain the Chebyshev rule and compare it with the empirical rule.
4. What is the difference between absolute measure and relative measure?
5. The purchase manager has tested the bulbs of two companies. The length of life of the bulbs is as below.

Length of life (Hrs)	1700-1900	1900-2100	2100-2300	2300-2500	2500-2700
Samples from Company A	10	16	20	8	6
Samples from Company B	3	40	12	3	2

   a) Which company's bulbs have better life?
   b) If the price of both the companies are same, which company's bulbs would you buy and why?

[P.T.O.

6) An airline company conducted a survey & found that from a sample of 1000 flights a total of 300 bags were lost. If the number of bag per flight follows a poisson's distribution find out, (a) the probability of not losing any bag (b) the probability of exactly one bag is lost (c) the probability of exactly 3 bags is lost.

Section C – (Marks : 1 × 10 = 10)

Answer any **1** *out of* **2** *questions It carries* **10** *marks.*

7. Explain the use of statistics in managerial decision-making. Give suitable example.

8. In a recent study by a consulting agency, the rates charged on credit card debt are more than 14 per cent. Listed below is the interest rate charged on a sample of 10 credit cards.

14.6	16.7	17.4	17	17.8	15.4	13.1	15.8	14.3	14.5

Is it reasonable to conclude the mean rate charged is greater than 14 per cent? Use 5 per cent level of significance.

Section D – (Marks : 10)

(Compulsory)

9. The table below shows the number of units a product sold in five different zones by different sales executives. Is there a significant difference in the efficiency of the sales executives, take 5 per cent level of significance?

Area	Number of units sold			
	A	B	C	D
1	80	100	95	70
2	82	110	90	75
3	88	105	100	82
4	85	115	105	88
5	75	90	80	65

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4354 – A04 – IS MBA – D – 17

FIRST SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2017

MANAGEMENT

A04: Financial Accounting for Managers

Time : 3 Hours] [Max. Marks : 50

Note : Answers **all** *sections. Marks are indicated against each section*

Section A – (Marks : 10 × 1 = 10)

1. Answer any **10** of the following sub-questions, each carries **1** mark.

   (a) What do you mean by Book Keeping?

   (b) What are Accounting Standards?

   (c) What is meant by Closing Entries?

   (d) Differentiate between Cash Discount and Trade Discount.

   (e) What are the types of errors in accounting?

   (f) What are the methods of inventory valuation?

   (g) Which are the Financial Statements?

   (h) What is Cash Flow Statement?

   (i) What are Turnover Ratios?

   (j) What is Trend Analysis?

   (k) What do you understand by Non-Cash Expenses?

   (l) State the objective of IFRS.

Section B – (Marks : 4 × 5 = 20)

Answer any **4** *of the following questions, each carries* **5** *marks.*

2. What do you understand by Financial Accounting? What are the objectives of Accounting? Discuss the recent happenings in the field of Accounting.

3. (a) Define Depreciation? Why depreciation is charged only on fixed assets?

   (b) A firm purchased on 1st January, 2016 a plant for Rs. 10 lakhs. On 1st July, in the same year an additional plant was purchased costing Rs. 5 lakhs. On 1st July, 2017 the plant purchased on 1st January, 2016 having become obsolete is sold off for Rs. 4 lakhs. Depreciation is to be provided at 10% p.a. on diminishing balance basis on 31st March every year. Show Plant account from 1st January, 2016 to 31st December, 2017.

4. (a) What is Bank Reconciliation Statement? State the reasons for difference in balance as per Cash Book with bank balance and Bank Statement.

   (b) What are Special Journals? Why they are prepared?

5. With the help of following ratios regarding Indu Films Ltd, draw the Balance Sheet of the company for 2017:

Current ratio	2.5
Liquidity ratio	1.5
Net working capital	Rs. 300000
Stock turnover ratio	6
Gross profit ratio	20%
Fixed assets turnover ratio	2
Debt collection period	2 months
Fixed assets to shareholder net worth	0.80
Reserve and surplus to capital	0.50

6. From the following Trial Balance of M/s. Ram Narain & Sons, prepare Final accounts for the year ended 31.03.2017: (Rs. in thousands)

Debit Balance	Amount Rs. in '000s	Credit Balance	Amount Rs. in '000s
Stock on 01.04.2016	750	Capital	2625
Purchases	1490	Returns outward	45
Return inwards	40	Sales	3810
Duty on imported goods	260	Commission	200
Carriage on purchase	140	Bills payable	1500
Carriage on sales	200	Creditors	770
Office salaries	240		
Drawings	400		
Rent paid	180		
General expense	150		
Bank balance	300		
Cash	100		
Debtors	1000		
Building	2000		
Machinery	1000		
Bills receivables	250		
Depreciation	350		
Interest	90		
Discount	10		

Note : Stock in hand on 31.03.2017 Rs. 985000, rent due but not paid Rs. 30000.

Section C (Marks : 1 × 10 = 10)

Answer any **1** *of the following questions, which carries* **10** *marks.*

7. Discuss in detail the Accounting Concepts and Conventions with suitable examples.

8. Following are the summarized balance sheets of Theta Ltd as on 31.03.2016 and 31.03.2017

Liabilities	**31.03.2016**	**31.03.2017**	**Assets**	**31.03.2016**	**31.03.2017**
Share capital	200000	250000	Land Building	200000	190000
General reserve	50000	60000	Machinery	150000	169000
P&L Account	30500	30600	Inventory	100000	74000
Long term Bank loan	70000	–	Debtors	80000	64200
Creditors	150000	135200	Cash	500	600
Provision for taxation	30000	35000	Bank balance	–	8000
			Goodwill	–	5000
	530500	**510800**		**530500**	**510800**

During the year ended 31.03.2017:

(a) Dividend of Rs. 23000 was paid

(b) Assets of another company were purchased for a consideration of Rs. 50000 payable in shares, following assets were purchased stock Rs. 20000, machinery Rs. 25000.

(c) Machinery was further purchased for Rs. 8000

(d) Depreciation written off machinery Rs. 12000

(e) Income Tax provided during the year Rs. 33000

(f) Loss on sale of machinery Rs. 200 was written off to general reserve.

You are required to prepare Cash Flow Statement.

Section D – (Marks : 1 × 10 =10)
(Compulsory)

9. Read the case and answer the questions given at the end. This section carries **10** marks.

The information below is taken the records of two companies in the same industry (Amount in Rs. Thousand)

Particulars	**X Company**	**Y Company**
Cash	210	320
Debtors, net	330	630
Stock	1230	950
Plant & equipments	1695	2400
Total Assets	**3465**	**4300**
Sundry creditors	900	1050
8% Debentures	500	1000
Equity share capital	1100	1750
Retained earnings	965	500
Total liabilities	**3465**	**4300**
Sales	5600	8200
Cost of goods sold	4000	6480
Other operating expenses	800	860
Interest expenses	40	80
Income taxes	266	273
Dividends	100	180

Answer each of the following questions by making a comparison of one or more relevant ratios.

(a) Which company is using the ordinary shareholders' money more profitably?

(b) Which company is better able to meet its current debts?

(c) If you were to purchase the debentures of one company, which company's debentures would you buy?

(d) Which company collects its receivable faster, assuming all sales to be credit sales?

(e) Which company is extended credit for a longer period by the creditors, assuming all purchases to be credit purchases?

(f) How long does it take the company to covert an investment in stock to cash?

(g) Which company retains the larger proportion of income in the business?

4355 – A05 – IS MBA – D – 17

FIRST SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION,

DECEMBER 2017

Paper : A-05 : MARKETING MANAGEMENT

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** questions. Each question carries **one** mark.

   a) What is marketing?

   b) What is IMC?

   c) What is cross selling?

   d) What is relationship marketing?

   e) Who is opinion leader?

   f) What is interactive marketing?

   g) What are unsought needs?

   h) What is product mix?

   i) What is channel power?

   j) What is superior customer value?

   k) What is brand equity?

   l) What is a reference group?

Section B – (Marks : 4 × 5 = 20)

Note : Answer any **four** *questions. Each question carries* **five** *marks.*

2. Why customer service is important? How can goods marketers improve customer-support services?

3. What is price? Explain different types of pricing strategies.

4. What is new product? What challenges does a company face in developing new products?

5. What are recent developments in marketing practices?

6. What are marketing functions? Explain tasks necessary for successful marketing management?

Section C (Marks : 1 × 10 = 10)

Note : Answer any **one** *question, each question carries* **ten** *marks.*

7. What major psychological processes influence consumer responses to the marketing program?

8. What is market segmentation? How should a company choose the most attractive target markets?

[P.T.O.

Section D – (Marks : 10)
(Case Study)

9. Read the following case and answer the questions given at the end:

Founded by Jeff Bezos in 1995, Amazon.com started as the "world's largest bookstore" and, ironically, owned no books. Bezos, promised to revolutionize retailing, however, and over the years he had blazed a trail or e-commerce innovations that many executives have studied and companies have followed.

Amazon initially set out to create personalized storefronts for each customer by providing more useful information and more choices than found in a neighborhood bookstore. Readers could review books and evaluate them on a one-to five-star rating scale, while fellow browsers could rate the reviews for helpfulness. The company's personal recommendation service aggregated buying-pattern data to infer who might like which book. Amazon also introduced its revolutionary one-click shopping, which allowed buyers to make purchases effortlessly with a single click.

Amazon started to diversify its products line in the late 1990s, first with DVDs and videos and then with consumer electronics, games, toys, software, video games, and gifts. The company continued to expand its product offerings and in 2007 launched Amazon Video on Demand, allowing consumers to rent or purchase films and television shows to watch on their computers or televisions. Later that year it introduced Amazon MP3, which competed directly with Apple's iTunes and had participation from all the major music labels.

Amazon's most successful product launch was the Kindle, its branded electronic book reader that delivered hundreds of thousands of books, magazines, blogs, and newspapers in a matter of seconds. As thin as a magazine and light as a paperback, the device has been the company's best selling product since 2009. Today, you can find virtually anything you want on Amazon.com. The company has successfully established itself as the biggest online retailer in the world by enabling merchants of all kinds to sell items on the site.

In addition to its core business, Amazon also runs an "Associates" program that allows independent sellers and businesses to receive commissions for referring customers to the site in a variety of ways. including direct links and banner ads as well as Amazon Widgets, mini-applications that feature the company's wide selection of products. Associates can create an Amazon-operated online store easily with low risk and no additional cost or programming knowledge. Fulfillment by Amazon (FBA) takes care of picking, packing, and shipping the merchant's products to its customers.

One consistent key to Amazon's success is its willingness to invest in the latest technology to make shopping online faster, easier, and more personally rewarding for its customers and third party merchants. During peak season in 2012, the company sold approximately 306 items per second or 26 million items per day. Small wonder that it continually looks for ways to improve delivery. For a $ 99 annual fee, Amazon Prime provides unlimited free express shipping for millions of items. While free shipping and price cuts are sometimes unpopular with investors, Bezos believes they build customer satisfaction, loyality, and frequency of purchase orders.

In 2013, Amazon.com announced a partnership with the U.S. Postal Service to begin delivering orders on Sundays. Bezos also predicted on *60 minutes* that the company may use drones in the near future to make same-day delivery of lightweight products within short distances of distribution warehouses. (Critics find this unlikely for many reasons, though.)

Amazon has also maintained competitive and low prices throughout its product expansion. The Company understands how important it is to keep its prices low in order to drive the volume it needs to remain a market leader and expand geographically. Amazon's practice of selling books at heavily discounted prices, however, has upset some of its channel partners in publishing, as have its attempts to become a publisher in its own right.

From the beginning, Bezos has said that even though he started an online bookstore, he eventually wanted to sell *everything* to *everyone* through Amazon.com. The company continues to invest significantly in technology, is focused on the long term, and has successfully positioned itself as a technology company with its wide range of Amazon Web Services. This growing collection of infrastructure applications meets the retailing needs of companies of virtually all sizes. Amazon has successfully reinvented itself time and again and created a critical channel for merchants around the world who are able to reach more than 244 million customers worldwide.

Questions:

a) Why has Amazon succeeded online when so many other companies have failed?

b) Will the Kindle revolutionize the book industry? Why or why not?

c) What's next for Amazon? Where else can it grow?

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4357 – A07 – IS MBA – D – 17

FIRST SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2017

Paper : A-07: HUMAN RESOURCE DEVELOPMENT

Time : 3 Hours] [Max. Marks : 50

Instructions : 1) All sections are compulsory.

ii) Read instructions given at each section.

iii) Relevant illustrations must be given wherever required.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **Ten** out of **Twelve** of the following sub-question. Each question carries **one** mark.
   a) Define Human Resource planning.
   b) What is sensitivity training?
   c) Define job rotation.
   d) What is transaction Analysis?
   e) Define conflict Resolution.
   f) What is performance Apparaisal?
   g) What is counselling?
   h) Define Emotional Intelligence
   i) Define Stress management
   j) Define Placement
   k) State two business games.
   l) What is IQ?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Explain briefly about simulation exercises.
3. Define and explain what is job rotation.
4. Explain how to enhance interpersonal relationship through transactional Analysis.
5. Explain appraisal audit with relevant examples.
6. Define and explain career counselling.

[P.T.O.

Section C (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. Explain training method with relevant examples taking one service industry.

8. Formulate the strategy for improving employee performance in company X.

Section D – (Marks : 10)

(Compulsory)

9. KS Distribution distributes food products, mainly to major retailers. The critical success factors for the organization, as spelt out by its Managing Director and the Director of Finance, are its ability to meet its profit targets and to grow the business substantially on a consistent basis by developing a reputation for providing added value services, developing business with existing customers, winning new customers, and acquisitions. The Company has doubled in size in the last four years. Underpinning the development of the company is the need to grow the infrastructure, to develop management and leadership and toe extend quality and safety programmes.

Questions:

Comment on the way in which business strategy is evolved in this company and how HR strategy is integrated to meet the market needs of customers.

4358 – A08 – IS MBA – D – 17

FIRST SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2017

A-08 : WRITTEN, ORAL & SPOKEN COMMUNICATION SKILLS

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Explain following terms (Any 10). Each carries **1** mark.
   a) Grapevine.
   b) Haptic Communication
   c) Feedback
   d) Communication barrier
   e) Listening
   f) Agenda
   g) Minutes
   h) Gestures
   i) Storyboarding
   j) Employability
   k) Salutation
   l) Office Order vs. Office Circular.

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. "Audience analysis is your key to effective communication". Justify your answer.
3. Explain different types of written communication used in the organization.
4. What are the stages involved in the development of a presentation? Explain.
5. "Colours have a communicative value". Explain with suitable example.
6. "Communication Connects. It connects us to the outer world as well as our inner self". Explain.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. "Communication is manipulative in nature". Justify your answer with appropriate cases.
8. As a job seeker, how will you prepare yourself for attending a job interview. Explain by taking a hypothetical example of any of the job and also discuss different steps involved in the preparation.

Section D – (Compulsory)

9. Answer the following question which carries **10** marks. (Marks : 1 × 10 = 10)

ABC Contractors were given a contract for the renovation of your computer class premises in a month's time. They completed this work by one month's late and the renovaiton work was not satisfactory. You are not happy with the electrical work. Write ABC Contractors expressing your dissatisfaction with the work and your intention to charge penalty for the late completion of work.

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4356 – A06 – IS MBA – D – 17

FIRST SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2017

Paper : A-06: INTRODUCTION TO COMPUTERS

(Theory)

Time : $1^1/_2$ Hours] [Max. Marks : 25

Section A – (Marks : 5 × 1 = 5)

1. Answer any **Five** out of **Six**. Each carry **one** mark.
   a) Name any 5 browser softwares
   b) Differentiate between footnote and footer
   c) What in slide sorter view?
   d) Differentiate between Trojan horse and worms
   e) Name any 3 Memory card manufacturer along with storage capacities.
   f) Write short notes on : Tables in DBMS.

Section B – (Marks : 2 × 5 = 10)

Answer any **two** *questions. Each question carries* **five** *marks.*

2. What is bibliography? Explain the steps to create bibliography in MS Word.
3. Write short notes : With respect to Excel.
   a) Sumifs ( ),
   b) Column graph
   c) Filter
   d) Define name
   e) Conditional formatting
4. State the uses of pivot table. Explain with an example.

Section C – (Marks : 1 × 10 = 10)

Case Study

5. a) Write a C-program to calculate PF (Provident Fund) 12 per cent of basic and DA, where DA is 65 per cent of Basic. (Input BASIC).

   b) State the uses of Facebook and Linkedin in Business.

4365 – A06 – IS MBA – PR – VII – D – 17

FIRST SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2017

Paper : A-06 : INTRODUCTION TO COMPUTERS

(Practical)

Time : $1^1/_2$ Hours] [Max. Marks : 25

Answer any **2** out of **3.**

Viva voce carries **5** marks

(Marks : 2 × 10 = 20)

1. Prepare a invitaton letter on the occasion of your birthday by using mail merge and invite your friends.

2. Create simple dialog box with two buttons using HTML.

3. Write a program to find sum of even numbers and sum of odd numbers between 1 and 100.

4363 – A06 – IS MBA – Pr – V – D – 17

FIRST SEMESTER M.B.A. (Revised) (CBCS) DEGREE EXAMINATION, DECEMBER 2017

Paper : A-06 : INTRODUCTION TO COMPUTERS

(Lab)

Time : $1^1/_2$ Hours] [Max. Marks : 25

Answer any **two** questions
(logic on answer script followed by execution on Computer).
Viva-voce carries **5** marks.

(Marks : 2 × 10 = 20)

1. Create the excel sheet of 25 records as follows:

   Emp No. | Emp Name | Basic | DA | HRA | Gross Earning | PF | P. Tax | Gross Deduction | Net Salary

   Note: (Basic should be between 5000 and 12000) (DA is 65% of basic) (HRA is 15% of Basic) (PF is 12% of basic + DA)

   (P. Tax is 200 if Gross earning is more than 9999 else zero) Find Average net salary. Highlight P. Tax calculated as Zero and Top 5 Net Salary by any colour.

2. Create WEB PAGES: An Index page of University Home Page, which include a Hyper Link about your college.

   A Hyperlink in your college website – About Placement details of your institute.

3. Using C Program Generate Electricity Bill with slab details given below:

0.20 units	Rs. 1
21-50 units	Rs. 2
Above 50 units	Rs. 4

Input :	Output:
Billing Month : 09	ELECTRICITY BILL
Units Consumed : 116	BILLING Month : 09
	UNIT Consumed : 116
	ELECTRICITY CHARGE : 344

6459 – A01 – ISMBA (O) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

(Repeater)

PRINCIPLES OF MANAGEMENT

Paper : A01

(Old)

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions:
   Each question carries **one** mark.
   a) Define 'Management' and list out its functions.
   b) What is MBO? How is it different from MBE?
   c) Who coined the key word 'PODSCORB' as functions of Management?
   d) What is planning premises?
   e) Distinguish between Feed Forward and Feedback Control.
   f) What do you mean by Brainstorming?
   g) What is Synergy?
   h) Define Span of Control.
   i) Explain 'espirit de corps'.
   j) What do you mean by Delegation of Authority?
   k) What are Conceptual Skills?
   l) Coordination?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. "Planning is looking ahead, and controlling is looking back". Discuss.
3. Explain different types of organisation structures with suitable examples.
4. You have been assigned with the responsibility of coordinating the 'Rain Disaster Relief Management Activity' at Kodagu District, Karnataka. Chalk out the plan involving various functions of management from planning to implementation with a neat diagram?
5. What are the challenges before Indian managers in today's business environment?
6. If you were a manager, would you decentralize authority? State various reasons for your answer. How would you make sure that you did not decentralize too much?

[P.T.O.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. Discuss the evolution of management thought till date. Explain its relevance to today's world.

8. Explain Vroom's Expectancy theory of motivation. How it is different from the Porter and Lawler approach? Which appeals to you as being more accurate and useful in practice?

Section D – (Marks : 10)

(Compulsory)

9. Read the following case and answer the questions given at the end.

The behavioral approach in management, is generally drawn on conclusions drawn from the Hawthorne Experiments, proposes that productivity increases when the workers are recognized as important members of the organizational family. This is what People Express did. Every employee was given a share in the ownership of the company and lifetime employment security was offered to all. People Express became a classic example of organizational success and managerial effectiveness.

Mr. Donald Burr was the founder and chairperson of People Express Airlines. He has been credited with building a humane kind of organization where employees were given a great deal of freedom of operation. Every employee was a part owner of the company. There was no class distinction between managers and workers. Managers helped workers in carrying out their duties, pilots helped out in handling the baggage and passenger comfort was given top priority. Even top executives rotated from job to job to learn the major aspects of the business.

People Express Airlines was expanding its operations very fast. Within five years of its formation, it acquired Frontier Airlines and became the fifth largest airline in the country. Since the infrastructure and operational resources did not match the fast expansion, People Express experienced its first losses and with it, its managerial style changed. It changed from a participative style of management and a family type organization to a more traditional style. Donald Burr took charge of the airline and began dictating policies and it became risky for the employees to speak out. One of the ordinal architects of lifetime employment at People Express, Ms. Lori Dubose was fired when she started asking questions. Similarly, another director of the company, Mr. Harold Parety, who was told to report to work at 06.00 am and stay till 09.00 pm., irrespective of whether there was enough work for him to do or not felt it to be an insult to his integrity and quit his job and formed his own airline.

Eventually People Express Airlines declared bankruptcy because it could not generate enough revenue to meet operating expenses and other debts.

Questions:

a) Do you think that the change from participating management style to classic one contributed towards the final collapse of People Express? Explain your reasons.

b) Do you think that a particular style of management which is effective when the company is growing is equally effective when the company has grown large?

c) Why do you think Donale Burr changed his managerial styles? Was he justified in firing Lori Dubose because she disagreed with his managerial policies?

6460 – A02 – ISMBA (O) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

A02 : MICRO ECONOMICS FOR MANAGERS

(Old)

Time : 3 Hours] [Max. Marks : 50

All Sections are **compulsory**.

Read instructions given at each Section.

Relevant illustrations must be given wherever required.

Section – A (Marks: 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following questions: Each question carries **one** mark.

   a) What is Managerial Economics?

   b) What is opportunity cost?

   c) What is law of diminishing marginal utility?

   d) What is 'Loss Leader Strategy'.

   e) What is individual demand and market demand?

   f) Why do firm in general aim at a reasonable profit?

   g) What is Monopoly? Give example.

   h) What are economies and diseconomies of scale?

   i) Explain the Cobb-Douglas production function.

   j) What do you mean by production function?

   k) What is Equi-marginal principle.

   l) Define Cross-elasticity of demand.

Section – B (Marks: 4 × 5 = 20)

Answer any **four** questions. *Each question carries* **five** *marks.*

2. Explain the law of variable proportions.

3. Explain and illustrate the relationship between marginal cost, average cost and total cost assuming a short-run cost function.

4. Explain Baumol's sales maximization model.

5. Distinguish the features of 'Perfect competition' from those of 'Monopolistic competition'.

[P.T.O.

6. The annual sales of a company are as under

Year	2012	2013	2014	2015	2016
Sales in lakhs	45	56	78	46	75

Forecast the demand for 2017 by using 'Least square method'.

Section – C (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. 'Managerial Economics is the discipline which deals with the application of economic theory to business management' – Comment.

8. What is perfect competition? How price and output are determined under perfect competition?

Section – D (Marks : 1 × 10 = 10)

(Compulsory)

9. **Case Study:**

Jones and Mustifiule conducted a study on demand for breakfast in the United States collecting a sample survey data from the supermarket in the Columbus city. Accordingly, the price elasticity of demand for the top ten brands was estimated to be -0.7. This implies that the demand for food such as breakfast cereal is price inelastic. What would you infer as a business manager from the above information?

McCarthy estimated that the income elasticity of demand for locally made automobiles in the US market is 1.6 that means the demand for automobiles is highly income elastic. It follows that if the potential buyers income increases by 10% the demand for automobiles would increase by 16%, other things being equal. In this context, if it is reported that annual sales of a car manufacturer was 30,000 in the year 2016.

Assuming a 3% increase in income on an average, how would you project the sales potential for the year 2017 as a business manager?

6461 – A03 – ISMBA (O) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

(Repeater)

QUANTITATIVE METHODS - I

Paper : A03

(Old)

Time : 3 *Hours*] [*Max. Marks* : 50

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** sub-questions. Each question carries **one** mark.

   a) State any two applications of statistics to managerial decision-making.

   b) Write short note on scatter plot.

   c) Write short note on data classification.

   d) Write short note on range.

   e) Calculate median for the data 2,5,–2,3,7,8,6.

   f) When do you use parametric test?

   g) Write a short note on skewness.

   h) What is your interpretation if correlation calculated is 1.06?

   i) Enlist the various measures of central tendency.

   j) State the uses of coefficient of variation.

   k) State the definition of standard deviation.

   l) State the Laspeyres' index no.

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Write short notes on "importance of INDEX number".

3. Find the regression equation and what should be the advertisement expenditure, company wants to attain a sales target of Rs. 120 lakhs.

	Advertisement expenditure (lakhs)	Sales (in lakhs)
Mean	20	100
Std. Deviation	3	12
Correlation coefficient	0.80	

4. Explain the role of Quantitative techniques in the business with respect to an industry.

5. What do you mean by 95% level of confidence? Company hypothesizes that the average life of device is 14,500 hours. They know that the standard deviation of press life is 2100 hours. From a sample of 25, the company finds a sample mean of 13000 hours. At a 0.1 significance level, should the company conclude that the average life of the device is less than the hypothesized 14500 hours.

6. Cleanliness in the buses is rated by population of Hubli. Draw the appropriate graph to represent the data and state your conclusion on the graph.

67	4	38	75	16
Very good	V. Bad	OK	Good	Bad

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. Draw the Ogives for the following data, and hence determine the number of persons having age more than 45.

Age :	20-30	30-40	40-50	50-60	60-70	70-80
No. of persons:	03	05	07	08	05	03

Calculate mean, standard deviation for the above data.

8. Answer the following (each carries **5** marks):

a) Who will be the most consistent batsmen?

	Prakash	Vasant	Zahir
Mean	46	50	32
S.D	15	12	9
No. of Matches	10	10	10

b) Calculate the skewness and give your comments from the data below:

Size of the object	F
1	10
2	18
3	30
4	25
5	12
6	3
7	2

Section D – (Marks : 10)

(Compulsory)

9. The quantity demand and the price of a commodity over a nine-year period are given below:

Year	2005	2006	2007	2008	2009	2010	2011	2012	2013
Demand	60	55	70	65	50	55	80	92	98
Price	6	7	8	6	8	7	6	5	6

a) Find out the correlation coefficient between the quantity demanded and price and intercept.

b) Compute coefficient of determination (r^2) and intercept.

c) Estimate the linear regression equation of demand on price and interpret.

d) Find the price of the quantity in year 2014 if demand quantity is 101.

T

1.

2. B
A

3. a)

b)

6462 – A04 – ISMBA (O) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

MANAGEMENT

Paper : A 04

(Financial Accounting for Managers)

(Old)

Time : 3 Hours] [Max. Marks : 50

Answer **all** *Sections.*

Marks are indicated against each Section.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** of the following sub-questions. Each carries **one** mark.
   - a) Define Accounting.
   - b) What is meant by GAAP?
   - c) What is fictitious asset? Give examples.
   - d) Differentiate between "cash basis" and "accrual basis" of system of accounting.
   - e) What are the factors required in the calculation of depreciation?
   - f) What is cash flow statement?
   - g) State any two ratios which can be used for testing the efficiency of a company in utilizing its assets.
   - h) Define contingent liabilities.
   - i) What is meant by common-size statement?
   - j) Define Goodwill.
   - k) Given: Average stock Rs. 2,00,000. Opening stock is Rs. 50,000 more than the closing stock. Find the value of opening and closing stock.
   - l) Given : Current ratio is 2.75 and working capital is Rs. 87500. Find the value of current assets and current liabilities.

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *of the following questions. Each carries* **five** *marks.*

2. Briefly explain the provisions related to preparation of "Cash Flow Statement", stipulated by AS-3 (Revised).

3. a) What do you mean by analysis of financial statements? Explain briefly the various techniques of financial analysis.

   b) Show the accounting equation on the basis of the following transactions.
      1. Commenced business with a capital of Rs. 5,00,000
      2. Purchased goods for cash Rs. 75,000
      3. Sold goods for cash (costing Rs. 30,000) for Rs. 42,000
      4. Sold goods on credit (costing Rs. 10,000) for Rs. 15,000
      5. Cash withdrawn for personal use Rs. 50,000

[P.T.O.

4. a) What are Financial Statements? Briefly explain the importance of financial statements for different users.

b) A firm purchased on 1st January 2014 a second hand machine for Rs.12,00,000 and immediately spent Rs. 2,50,000 on its repairs and Rs. 50,000 on its installation. On 1st July 2015, additional machinery costing Rs.4,00,000 was purchased.

On 1st July 2016, the machinery purchased on 1st January 2014 was sold for Rs. 9,00,000 and on the same day a new machinery was purchased at a cost of Rs.7,50,000.

Books of accounts are closed annually on 31st December every year. Prepare Machinery Account upto 31st December 2017, following WDV method at 15% of charging depreciation.

5. a) What is a Bank Reconciliation Statement? What are the causes of disagreement between the balance in Bank pass book and firm's cash book?

b) Record the following transactions in the cash book and post them in the ledger.

Jan. 1, 2017	Cash balance Rs. 20,000
Jan. 6, 2017	Sold goods to Sudesh Rs.4,000
Jan. 8, 2017	Purchased good from Krishna Rs. 6,000
Jan. 15, 2017	Cash received from Sudesh Rs. 3,900 in full satisfaction.
Jan. 20, 2017	Paid to Krishna Rs. 5,830 in full satisfaction.
Jan, 25, 2017	Sold goods to Sudhir Rs. 3,000
Jan. 31, 2017	Received cash from Sudhir Rs.2,900 in full satisfaction.

6. The summarized Balance Sheet of GB Ltd as on 31.3.2017 is given below with other relevant details.

Balance Sheet, as on 31.3.2017

Liabilities	Rs.	Assets	Rs.
Eq. Capital	40,00,000	Fixed Assets (Net)	28,00,000
Reserves & Surplus	12,00,000	Cash	5,40,000
Sundry Creditors	8,00,000	Debtors	18,60,000
		Inventories	8,00,000
	60,00,000		60,00,000

Income Statement

Sales	52,00,000
Less: COGS	36,00,000
	16,00,000
Less: Administrative & Selling exps.	12,50,000
Net Profit	3,50,000

Following are the important ratios of industry averages:

Industry average	
Current Ratio	2.10
Liquid Ratio	1.20
Debtors turnover	8.00
Inventory turnover (COGS/inventory)	10.2
Net profit ratio	9.5%

Calculate the above ratios, compare the same with the industry average and comment briefly.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *of the following questions. Each carries* **ten** *marks.*

7. a) What is meant by "Accounting Standards"? Briefly explain at least 4 accounting standards.

   b) Explain the meaning, scope and types of "Accounting Concepts" and "Accounting Conventions".

8. The following is the trial balance of Mr. Ravish as on 31.12.2017

S.No.	Particulars	Dr (Rs.)	Cr. (Rs.)
1.	Ravish's Capital	-	1,00,000
2.	Stock on 01.01.2017	45,000	-
3.	Sales	-	3,00,000
4.	Return inwards	8,000	-
5.	Purchases	1,70,000	-
6.	Return outwards	-	15,000
7.	Carriage inwards	18,000	-
8.	Repairs & Maintenance	5,000	-
9.	Salaries to staff	10,000	-
10.	Sundry Debtors	45,000	-
11.	Sundry Creditors	-	25,000
12.	Loan from SBI (at 6% p.a.)	-	30,000
13.	Bank interest	1,000	-
14.	Sales promotion expenses	15,000	-
15.	Miscellaneous income	-	3,000
16.	Cash at Bank	18,000	-
17.	Furniture & fixtures	55,000	-
18.	Discount allowed	1,800	-
19.	General expenses	16,700	-
20.	Insurance	1,300	-
21.	Telephone expenses	2,330	-
22.	Cash in hand	20,000	-
23.	Travelling expenses	870	-
24.	Drawings	40,000	-
		4,73,000	4,73,000

Closing stock on 31.12.2017 was Rs.1,78,000. Depreciation on furniture @ 10% shall be written off. Write off bad debts Rs.2000 on debtors.

Prepare: Trading and Profit & Loss Account for the year ended 31.12.2017 and Balance-Sheet as on that date.

Section D – (Marks : 10)

(Compulsory)

9. X Co. Ltd, Bangalore provides the Balance Sheets for the year ending 31.3.2016 and 31.3.2017.

Liabilities	2016	2017	Assets	2016	2017
Equity share Capital (Rs. 100 each)	3,00,000	4,00,000	Goodwill	1,15,000	90,000
			Building	2,00,000	1,70,000
General Reserves	40,000	70,000	Plant	80,000	2,00,000
Redeemable pref. Capital (Rs.100 each)	1,50,000	1,00,000	Debtors	1,60,000	2,00,000
Profit & Loss Account	30,000	48,000	Stock	97,000	1,39,000
Proposed Dividend	42,000	50,000	Cash & Bank Balance	25,000	18,000
Creditors	75,000	99,000			
Provision for tax	40,000	50,000			
	6,77,000	8,17,000		6,77,000	8,17,000

Additional Information:

1. Depreciation of Rs. 30,000 on building and Rs.16,000 on plant has been charged in 2017.
2. Interim dividend of Rs.20,000 has been paid in 2017.
3. Income tax Rs.35,000 has been paid during 2017.

Prepare Cash Flow Statement (As per Revised AS-3) for 2017 and comment upon the situation. Also evaluate the liquidity position of the concern using current and quick ratios for two years.

6463 – A05 – ISMBA (O) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

(Repeater)

A05: MARKETING MANAGEMENT

(Old)

Time : 3 *Hours*] [*Max. Marks* : 50

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions:

   Each question carries **one** mark.

   a) Define Marketing.
   b) Differentiate between marketing and selling concept.
   c) Define Test Marketing.
   d) What is Green Marketing?
   e) Differentiate between consumer goods and industrial goods.
   f) What is Trademark?
   g) What is odd pricing?
   h) Define holistic marketing.
   i) Define Marketing Mix.
   j) Who are e-tailer?
   k) What is Social Marketing?
   l) Define Need.

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. What do you mean by Consumer goods? Explain various types of consumer goods.
3. "Is Digital Marketing new tool for marketing products in India". Justify.
4. What are the various objectives of pricing?
5. Explain briefly classification of Marketing Channels.
6. Mention the types of segmentation suitable for following products:

   1. Two Wheelers 2. Life Insurance 3. Watches
   4. Gold Ornaments 5. Health Drinks

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. Explain various stages of product life cycle, with suitable strategies and examples.
8. Explain STP, taking an example of 7 star hotels to be located near your city.

[P.T.O.

Section D – (Marks : 10)
(Compulsory)

9. **Case Study**:

ABC Scooters started off as a simple bicycle manufacturers with handlebars, but over the tin they have become manufacturer of small two-wheeled vehicles made for people to commu longer distances. It's now a common method of commuting.

ABC Scooters approached XYZ Advertising Agency with a limited ad budget and a desire t start experimenting with some digital marketing tactics to capture a larger share of the younge demographic customers.

XYZ Advertising Agency as per discussion with ABC Scooter manufacturers, launched campaign on Google Ad Words, Bing, Yahoo! Stream Ads and Amazon Product Ads across all major devices This way, we could be sure that the client had visibility on different devices and on different a platforms.

The campaign consisted of display ads to drive brand awareness and product-listing ads tha users would see when they searched for a competitor. From there, XYZ Advertising Agency monitored the ROI of each channel and killed all underperforming ads.

Questions:

a) Analyse the Case Study with reference to the strategies employed by ABC Scooters to reach their target customers.

b) What is the likely impact of such promotion strategy of ABC Scooters in the long run?

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6465 – A07 – ISMBA (O) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

(Repeater)

HUMAN RESOURCE DEVELOPMENT

Paper : A08

(Old)

Time : 3 *Hours*] [*Max. Marks* : 50

Section – A (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.
   a) What is meant by Human Resource Development?
   b) What is meant by Career Counselling?
   c) What is HR Planning?
   d) Define Job Evaluation.
   e) What is attitude?
   f) Mention any 4 objectives of HRD.
   g) Distinguish between conflicts and disputes.
   h) Define Placement.
   i) What is Job rotation?
   j) What is Simulation?
   k) What is Time Management?
   l) What is performance appraisal?

Section – B (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Explain the importance of training and development.
3. What is employee training? Mention the need and significance of training.
4. Define and explain career counselling.
5. Explain the process of career planning and development.
6. Discuss the importance of HRD in today's scenario.

Section – C (Marks : 1 ×10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. What is employee training? Mention the need and significance of training and explain different types of training methods.
8. Why should organisations appraise their employees? Explain the ways in which employees are appraised in an organisation.

[P.T.O.

Section – D (Marks : 10)

(Compulsory)

9. Read the following and answer the question given at the end.

In spite of the rapid technological reformations, Lexicom, a manufacturer of the state of art life style products, continue to believe that human resource remains their backbone. Being in new generation life style products business, Lexicom always need to develop new products and generate demand for the same to strengthen their position in the market. In no time, Lexicom finds other competing organisations are aping their product ideas and introducing matching substitutes at much lesser prices. For Lexicom, to establish a brand identity for new products require minimum incubating period of three to five years, while new competitors appear in the market in less than six months time. This means Lexicom cannot captivate customers, as they settle for price efficient substitutes, after their new product use habit formation. Price band of their recently introduced chewing gum is almost 50% higher than other newly established competing organisations, leading to their significant market loss, after their initial surge in demand. Lexicom then went for product differentiation through stepped up R&D activities. Lexicom repositioned their chewing gum with sweeteners harmless for children and diabetic patients. 'Healthy Chew' is their new brand name, which among others reduces bad breathe, protects teeth and gum and even with fragrance of almond and chocolate, give the feeling to the customers, as if they are taking a bite of crispy candy. First thing, what Lexicom did was to get the name of 'Healthy Chew' patented.

Lexicom could do all these because of their highly motivated people, who are innovative and always feel the need to change. Lexicom believes that their people are key input for their continuous pursuit for product innovation. HRD at Lexicom systematically review the competencies of people and meet the gap through various interventions. For Lexicom, training and development is the last priority. They make use of job rotation, employee empowerment and career development as their major instruments to develop their human resources.

Lexicom systematically conduct survey through Human Resource Development Questionnaire (HRDQ) and Organizational Effectiveness Questionnaire (QEQ) to track the feel of their manpower on their HRD practices. Based on these two questionnaires, Lexicom design their HRD programmes, helping their people to align with the HRD actions of the organisations.

Technological change in life style product manufacturing is very high and takes place at a very short interval. Of late Lexicom is observing their people are unable to keep pace with the new requirements and in many areas, they proved to be ineffective.

Question :

As HRD manager of Lexicom suggest your course of action.

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6466 – A08 – IS MBA (O) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

WRITTEN, ORAL AND SPOKEN COMMUNICATION

Paper : A 08

(Old)

Time : 3 *Hours*] [*Max. Marks* : 50

Section – A (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** questions.
   a) What are the 4 'S' of communication?
   b) What do you understand by socio-psychological barriers? Give examples.
   c) Differentiate between conventional modes and electronic mode of communication.
   d) Give examples of different communication networks.
   e) What is meant by Kinesics, proxemics and paralanguage? Give examples.
   f) What do you understand by notice, agenda and minutes in reference to meeting?
   g) Write some of the barriers to listening.
   h) Differentiate between solicited and unsolicited application letter.
   i) Write some Dos & Don'ts of Group Discussion.
   j) What are the different types of interview?
   k) Write the structure of a business report?
   l) What is e-mail bombing and e-mail hacking.

Section – B (Marks : 4 × 5 = 20)

Answer any **four** *out of* **five** *questions.*

2. Explain the purpose of communication and 7Cs of business communication.
3. Explain the barriers of communication at different stages of communication process and semantic barriers to communication.
4. Explain on the 5 categories of nonverbal communication.
5. Explain steps for effective presentation.
6. Draft a Notice and Agenda as Secretary of Seven Hills Housing Co-operative Society, Sundar Nagar, New Delhi for discussing important issues and draft a condolence resolution.
7. Write the guidelines for improving listening skills.

Section – C (Marks : 1 × 10 = 10)

Answer any **one** *out of* **two** *questions.*

8. Draft an application letter for the post of marketing officer as an MBA fresher and draft your resume in accordance with the post applied for.
9. What are the different parts of a letter? Explain. Draft a letter to the director of a college requesting to condone/overlook your falling short in mandatory attendance.

[P.T.O.

Section – D (Marks : 1 × 10 = 10)

Case Study **(Compulsory)**

Mobilising support through Communication

The New General Manager (GM) of a Malaysian Carpet Company was faced with the challenge of turning around the firm, which was rapidly going downhill. He had to influence his own head office, senior executives, workers, bankers, dealers and others to support the change till the firm turned the corner. But the workers were in no mood to wait and decided to go on strike demanding higher wages and bonus. A senior executive, who wanted to cut the new GM to size, was provoking them. One day, as the workers were planning to leave for the day, the GM decided at the spur of the moment to talk to them.

He said, 'I understand that you are planning to go on strike and hold on demonstrations. When you squat outside the factory gate tomorrow, there will be people from press who will come and photograph you. Your pictures will appear in the newspapers. They will ask you questions and blow up the issue. But our bankers will also read about our problems. They already think that ours is a dying company and when you go on strike, they will reject our proposal for funds. If that happens, the company will close down. Of course, you will continue to hold demonstration, but now no press people will come to take your photographs and write what you say. I have another job at the head office and so I will lose very little, but I am not sure if all of you can find another job when the company closes down.

The response of the workers to the GM's impromptо address was electric; the GM had established contact with the group. The GM looked directly into the eyes, but GM persisted, you cannot avoid my question. It is far too important for company's future and yours. Do you want to go on strike?

For a while, there was silence, then, slowly the worker said, 'No'. The GM moved to another person and repeated his question. Again the answer was no. The third person, fourth person and soon ripples of the new sentiment were being generated. Towards the end of the address, the crisis has been averted, the employee communication and involvement to build on the positive sentiment that had come about.

The GM followed a different approach with the bankers. He met them regularly and frequently, each time with some good news about the company. He used his contacts to get certain purchase orders released, even if the deliveries were required later. Every time there was a big order, he told the bankers that it was only the tip of the iceberg and there was more to follow.

In the GM's words, no accounts were presented to the bankers unless we put lipstick and mascara and made them look as pretty and healthy as possible. Finally, the banks relented and accepted the financial restructuring package we had proposed that helped the company turn around in a remarkably short time.

Questions to Answer.

a) How did the GM distinguish between the two target groups to make his communication effective?

b) What main focus contribute to making communication effective for mobilizing support?

c) What is the main advantage of direct face-to-face communication, as against communication through circulars or memos?

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6451 – A21 – ISMBA (N) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

PRINCIPLES OF MANAGEMENT

Paper A1

Time : 3 Hours] [Max. Marks : 50

Section – A (Marks : 10 × 1 = 10)

Answer any **ten** *sub-questions. Each sub-question carries* **one** *mark.*

1. a) What is organisation culture?
   b) What do you understand by management roles of Mintzberg?
   c) What do you mean by contingency approach?
   d) What do you understand by MBO?
   e) What is a strategic plan?
   f) What do you mean by span of management?
   g) What do you understand by theory Y?
   h) What is motivation?
   i) What do you mean by SBU?
   j) What is unity of command?
   k) What is rationality in decision-making?
   l) What is creativity?

Section – B (Marks : 4 × 5 = 20)

Answer any **four** *of the following questions. Each question carries* **five** *marks.*

2. In system approach to management, identify and show how the inputs from the external environment transformed through the management functions to produce outputs to the external environment.
3. "Planning is looking ahead, and control is looking back". Comment.
4. Distinguish between a committee, a team, and a group.
5. What is feed-forward control? Why is it important to managers?
6. What are the downward and upward communications? Explain with examples.

Section – C (Marks : 1 × 10 = 10)

Answer any **one** of the following questions. Each question carries **ten** marks.

7. Describe a situation in which you were a leader. What were the characteristics of your followers? How did you motivate your followers?
8. What is managerial grid? Discuss the applications of managerial grid.

[P.T.O.

Section – D (Marks : 1 × 10 = 10)

(Compulsory)

Answer the following questions which carry **ten** *marks.*

9. **Case Study:**

Money. Secrecy. Foreign officials. "Greasing palms." Bribery.[64] That's the dirty little secret about doing business globally that managers at multinational companies don't want to talk about. It's illegal for U.S. companies to bribe foreign officials as the Foreign Corrupt Practices Act (FCPA) states. The FCPA resulted from Securities and Exchange Commission investigations in the 1970s in which over 400 U.S. companies admitted to making questionable payments (some $300 million) to foreign government officials, politicians, and political parties. One major example: Lockheed officials who paid foreign officials to favor their company's products. The FCPA, which prohibits bribery of foreign officials, was meant to re-establish the public's trust in the honesty and reliability of American businesses. With the passage of the FCPA, the United States became the first country to explicitly outlaw the practice of bribery.

Recently, however, managers at the world's largest retailer were sent reeling by allegations of bribery in Mexico to accelerate the company's expansion there. An investigation by a reporter for the *New York Times* claimed that Walmart's Mexican subsidiary paid $24 million in bribes to local officials to speed up the granting of permits to open new stores. The investigation also alleges that when evidence of the bribery's vast scope was presented to senior management in the United States, they shut down the probe. As the scenario unfolded, however, the company's board of directors reported that the audit committee was "examining possible violations of the Foreign Corrupt Practices Act and other alleged crimes or misconduct in connection with foreign subsidiaries…" This was the first public disclosure by Walmart that the internal inquiry could possibly involve additional subsidiaries.

Discussion Questions:

1. What's your reaction to these events? Are you surprised that bribery is illegal? Why do you think bribery takes place? Why do you think it needs to be outlawed?
2. Research whether other countries outlaw bribery. (Hint: Look at the Organization for Economic Cooperation and Development.)
3. We've said that it's important for managers to be aware of external environmental forces, especially in global settings. Discuss this statement in light of the events described.
4. What might Walmart's managers here in the United States and in foreign subsidiaries have done differently? Explain.
5. What role does (should) business ethics play in this scenario?

6452 – A22 – ISMBA (N) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

MANAGEMENT

A2 : Business Environment for Managerial Decision-Making

(New)

Time : 3 *Hours*] [*Max. Marks* : 50

All Sections are ***compulsory****.*
Read instructions given at each Section.
Relevant illustrations must be given wherever required.

Section – A (Marks : 10 × 1 = 10)

Answer any **ten** out of **twelve** sub-questions, each question carries **one** mark.

1. a) What factors influence Managerial Economics to become a new management subject?
   b) What are the main areas of business decision-making?
   c) What do you mean by Participatory economics?
   d) What is the relevance of consumer demand to business decision-making? Define.
   e) Differentiate between individual demand and market demand.
   f) What is meant by the laws of returns to scale?
   g) What is the most plausible objective of business firms?
   h) What are the major macroeconomic issues confronting the economies of the world?
   i) What is meant by 'time lag' ?
   j) What is LPG policy?
   k) What do you mean by Aggregate Investment?
   l) What is the basis of derivation of the LM curve?

Section – B (Marks : 4 × 5 = 20)

Answer any **four**. *Each question carries* **five** *marks.*

2. What are the basic functions of business managers? How does economics help business managers in performing their functions?
3. What are the necessary steps that need to be taken for forecasting demand for a product? Explain.
4. What method is used for estimating national income in India? Explain the method of income estimation in India.
5. How do the indirect taxes affect private business? Explain with examples from India.
6. What are the determinants of export and import of a country? Explain.

[P.T.O.

Section – C (Marks : 1 × 10 = 10)

Answer any **one** *question. It carries* **ten** *marks.*

7. Under perfect competition average revenue equals average cost in the long run. Why do firms produce under such a condition? Discuss.

8. What trade policy has India adopted during the past six decades? How has India's foreign trade policy changed over time? Explain.

Section – D (Marks : 1 × 10 = 10)

(Compulsory)

9. Explain the need for regulations of banking sector in India. Briefly discuss the important reforms which have taken place in this sector.

6453 – A23 – ISMBA (N) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

A3 : BUSINESS STATISTICS

(New)

Time : 3 *Hours*] [*Max. Marks* : 50

Section – A (Marks: 10 × 1 = 10)

Answer any **ten** *out of* **twelve** *sub-questions. Each carries* **one** *mark.*

1. a) What is descriptive statistics?
   b) What is a continuous variable?
   c) What is parameter?
   d) Why is a stem and leaf display used?
   e) How is a bar graph different from histogram?
   f) Why is a scatter plot used?
   g) List a few positional averages.
   h) When is a relative measure of dispersion used?
   i) What is sample space?
   j) What does kurtosis measure?
   k) What is regression analysis?
   l) What is the value of correlation coefficient?

Section – B (Marks: 4 ×5 = 20)

Answer any **four** *out of five questions. Each carries* **five** *marks.*

2. Write a note on the application of statistics in business world.
3. What are the general techniques of assigning probability?
4. How can we use regression analysis for business decision-making?
5. The price charged by the retailers in a city for a product is given below:

Price per unit (Rs)	100-102	102-104	104-106	106-108	108-110	110-112	112-114
No. of retail stores	6	18	42	56	15	10	3

[P.T.O.

Calculate the

a) Mean price charged

b) Median price charged

c) Modal price charged

d) Can we say that 50 percent of the units were sold at a price less than the median price?

6. A call centre with a large number of computers systems reports that, on an average, per week 5 systems develop some problem that need to be attended by a service engineer. Calculate the probability that during a given week

a) Exactly 5 systems will develop problems.

b) There will be no problems.

c) At least 5 systems will develop problems.

Section – C (Marks : 1 × 10 = 10)

Answer any **one** *out of* **two** *questions. It carries* **ten** *marks.*

7. Write a note on test of adequacy of indexes.

8. A study of 100 engineering companies gives the following information.

Profit (in Rs. Crore)	0-10	10-20	20-30	30-40	40-50	50-60
No. of Companies	8	12	20	30	20	10

Calculate the standard deviation of the profits earned.

Section – D (Marks : 1 × 10 = 10)

(Compulsory)

9. The following data related to age of employees and the number of days they reported sick in a month.

Employee	1	2	3	4	5	6	7	8	9	10
Age	30	32	35	40	48	50	52	55	57	61
Sick days	1	0	2	5	2	4	6	5	7	8

Calculate the correlation coefficient and interpret the result.

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6454 – A24 – ISMBA (N) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

Paper Code A4 : CORPORATE COMMUNICATION – I

(New)

Time : 1½ *Hours*] [*Max. Marks* : 25

Section – A (Marks: 5 × 1 = 5)

1. Explain the following terms. (**Any 5**):

   a) Grapevine

   b) Chromatic communication

   c) Verbal communication

   d) Interview

   e) Agenda

   f) Listening.

Section – B (Marks: 2 × 5 = 10)

Answer any **two**. *Each question carries* **five** *marks.*

2. What do you mean by communication barrier? Discuss sender-centric communication barriers.

3. Explain seven Cs of effective communication.

4. Explain different forms of written communication used in an organization.

Section – C (Marks: 1 × 10 = 10)
(Compulsory)

5. Assume that you are going to attend an interview for the post of Marketing Manager. What are the preparations you will make for attending and facing the interview effectively?

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6455 – A25 – IS MBA (N) – D – 18

FIRST SEMESTER M.B.A. DEGREE EXAMINATION, DECEMBER 2018

MANAGEMENT

Paper A5: Information Technology for Managers

(New)

Time : 3 *Hours*] [*Max. Marks* : 50

Section – A (Marks : 10 × 1 = 10)

1. Answer any **ten** of the following. Each carries **one** mark.

   a) Expand RAM, ROM, PROM, EPROM.

   b) Mention the digits of octal and Hexa decimal number system.

   c) What is the relation between bit and byte?

   d) Who invented Difference Engine?

   e) What is the difference between SAVE and SAVE AS in MS-Word?

   f) What is the difference between LINUX and DOS operating system?

   g) What is the difference between Interpreter and Compiler?

   h) Mention any four Input and Output devices.

   i) Mention the various data types in C.

   j) Write the syntax of IF function in MS-Excel.

   k) Expand 3W.

   l) Name any two search engines.

   m) What is a compiler?

Section – B (Marks : 4 × 5 = 20)

Answer any **four** *of the following. Each carries* **five** *marks.*

2. Explain in brief the various Generations of computers.

3. Explain in brief the various forms of secondary storage devices used in IT.

4. Explain the various features of Insert Menu available in MS-Word.

[P.T.O.

5. What are functions in MS-Excel? List out the various Arithmetic functions of MS-Excel.

6. What is a database? Explain in brief the difference between DBMS and RDBMS.

Section – C (Marks : 1 × 10 = 10)

Answer any **one** of the following which *carries* **ten** *marks.*

7. What is an operating system? Discuss various types of Operating Systems.

8. What is a graph? Explain the various types of graphs possible in MS-Excel.

Section – D (Marks : 1 × 10 = 10)

(Compulsory)

Solve the following case study.

9. Assuming the subjects of your choice, write a C-programme to input marks obtained in six subjects, name, class and year and to print a neat Marks statement showing the result of the candidate.

6456 – A26 – ISMBA (N) – D – 18

FIRST SEMESTER M.B.A. (Revised CBCS) DEGREE EXAMINATION, DECEMBER 2018

MARKETING MANAGEMENT

Paper: A-6

(New)

Time : 3 *Hours*] [*Max. Marks* : 50

Section – A (Marks : 10 × 1 = 10)

1. Answer any **ten** sub-questions. Each sub-question carries **one** mark.
   a) What is Product mix?
   b) What do you understand by marketing information system?
   c) What do you mean by brand image?
   d) What do you understand by advertisement?
   e) What is cross promotion?
   f) What do you mean by mobile marketing?
   g) What do you understand by private labels?
   h) What is channel conflict?
   i) What do you mean by rapid skimming?
   j) What is personal selling?
   k) What is market share?
   l) What do you mean by holistic marketing?

Section – B (Marks : 4 × 5 = 20)

Answer any **four** *of the following questions. Each question carries* **five** *marks.*

2. How should a company choose the most attractive target markets?
3. How can a firm develop and establish an effective positioning in the market?
4. What does a marketing plan include? Explain with example.
5. What are customer value, satisfaction and loyalty, and how can companies deliver them?
6. What major psychological processes influence consumer responses to the marketing program?

Section – C (Marks : 1 × 10 = 10)

Answer any **one** *of the following questions which carries* **ten** *marks.*

7. What are the main stages in developing new products and services?
8. What are the differences between marketing in a developing and a developed market?

[P.T.O.

Section – D (Marks : 1 × 10 = 10)

(Compulsory)

Answer the following questions which carry **10** *marks.*

9. Case Study.

In 1995, Pierre Omidayar, a French-Iranian immigrant, wrote the code for an auction Website where everyone would have equal access to a single global market place. Omidayar couldn't believe it when a collector bought the first item, a broken laser pointer, for $14.83.* Soon the site grew into a broader auction site where consumers could sell collectibles ranging from baseball cards to Barbie dolls. The momentum continued when individuals and small businesses discovered that eBay was an efficient way to reach new customers and other businesses, and large companies began using it as a means of selling their bulk lots of unsold inventory. The company grew from 250,000 auctions in 1996 to 2,000,000 auctions in 1997. In 1998, it hired Meg Whitman as CEO, and she helped take eBay public later that year.

eBay's success created a pricing revolution because it allowed buyers to decide what they would pay for an item. The result pleased both sides; customers gained control and received the best possible price for the item, while sellers made good margins due to the site's efficiency and wide reach.

For years, buyers and sellers also used eBay as an informal guide to market value. Even a company with a new-product design that wanted to know the going price for anything from a copier to a new DVD player checked on eBay. The online market place was fascinating to economists as well, who used it to analyze pricing theories and compare them with actual buying and selling behaviors.

eBay itself doesn't buy any inventory or own the products on its site. It earns its revenue by collecting fees: an insertion fee for each listing plus a final-value fee based on the auction or fixed price. For example, if an item sells for $60.00, the seller pays 8.75 percent on the first $2500 ($2.19) plus 3.5 percent on the remaining $35.00 ($1.23). Therefore, the final-value fee for the sale is $3.42. This pricing structure was developed to attract high-volume sellers and deter those who list only a few low-priced items. With eBay's expansion into a wide range of other categories – from boats, cars, and travel to health and beauty and home and garden – collectibles now make up only a small percentage of sales.

eBay now offers more pricing options, including a fixed-price "buy it now" option to those who don't want to wait for an auction and are willing to pay the seller's price. Sellers can also use the fixed-price format with a "best offer" option that allows them to counter offer, reject or accept an offer.

The company's business model is based on connecting individuals who otherwise would not be in touch. It was the first example of online social networking, years before Twitter and Facebook existed, and consumer trust is a key element of its success. While skeptics initially questioned whether consumers would buy products from strangers. Omidayar believed people are innately good, and eBay's originators did two things well: They built a strong online community, and they developed tools to help reinforce trust between strangers. The company tracks and publishes the reputations of both buyers and sellers on the basis of feedback from each transaction. It now has four seller criteria: items as described, communication shipping time and shipping and handling rate. The ratings are anonymous but are visible to buyers. Sellers with the highest rankings appear at the top of search results.

Over the years, eBay has expanded its capabilities, services and partnerships to continue building its community and connecting people around the world. For instances, the company acquired PayPal, an online payment service, in 2002 after eBay members made it clear that PayPal was the preferred method of payment. The acquisition gave consumers a safe way to transfer money, lowered currency and language barriers, and helped merchants sell their products around the world.

Although eBay was a darling in the dot-com boom and has achieved tremendous success since then, it has had its fair share of challenges. These include a worldwide recession, increased competition from Google and Amazon.com, and difficulties expanding globally into markets such as China.

Meg Whitman retired in 2008 after leading the company for 10 years and was replaced by John Donahoe. Under Donahoe, eBay has made 34 acquisitions – primarily e-commerce and payments businesses such as Shopping.com, StubHub, and Bill Me Later but also businesses offering back-end technologies. Donahoe is moving the company toward a business model that can compete with Amazon.com, including expanding its online market place to include many returnable goods at fixed prices. Only 30 percent of eBay's sales now come from auctions. The company has also been promoting eBay Now, which partners with big retailers like Macy's, Target, Home Depot, and Toys "R" Us to deliver orders in about an hour for a minimum charge.

Today, people can buy and sell virtually any product or service on the world's largest online market place. From appliances and computers to cars and real estate, sellers can list anything as long as it is not illegal and does not violate eBay rules and policies.

The impact of eBay's global reach is significant. In 2014, the online marketplace had almost 150 million active users and more than 500 million items listed. A pair of shoes is sold there every two seconds, a man's necktie every 23 seconds, a major appliance every 26 seconds, and an LCD television every six minutes. With its high volume, its acquisitions, and consumers' increased use of mobile devices, Donahoe hopes to double eBay's active-user count to more than 200 million by 2015 and increase revenue from $14 billion to $23 billion.

Questions:

1. Why has eBay succeeded as an online auction market place while so many others have failed?
2. Evaluate eBay's fee structure. Is it optimal, or could it be improved? Why? How?
3. Discuss Donahoe's vision for eBay. Is moving away from online auctions sustainable for the company?

6457 – A27 – ISMBA(N) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

A7: HUMAN RESOURCE MANAGEMENT

(New)

Time : 3 *Hours*] [*Max. Marks* : 50

Section – A (Marks : 10 × 1 = 10)

1. Answer any **ten** questions. Each question carries **one** mark.

   a) What is line and staff?

   b) What are technical skills?

   c) What is K.P.A.?

   d) What is conflict management?

   e) What is Diversity?

   f) What is compensation?

   g) What is Selection?

   h) Define job specification.

   i) What is MBO?

   j) What is off-the-job training.

   k) What is job design?

   l) What is Negotiation Skill?

Section – B (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. How is the role of HR Manager changing in 21st Century?

3. Critically analyse the traditional methods of performance appraisal.

4. Training is a long-term investment for Corporates – Comment.

5. How is the modern recruitment process influencing the job market?

6. What is job analysis and what are the advantages?

Section – C (Marks : 1 × 10 = 10)

Answer any **one** *question. It carries* **ten** *marks.*

7. What are the challenges and opportunities for a HR Manager in virtual organisations?

8. Design a training programme for a newly recruited sales team in the telecom company.

[P.T.O.

Section – D (Marks : 10)

(Compulsory)

Read the case and answer the questions at the end.

9. **Case Study:**

HRD programs can be key components when an organization seeks to revitalize itself and change its organizational culture. For instance, Cathay Pacific Airways is an international airline based in Hong Kong that serves 141 destinations on six continents. In 2009, Cathay Pacific carried over 25 million passengers, and also maintained a large and growing cargo operation. Worldwide, over 27,000 people work for the airline. A survey in the 1990s revealed that travellers felt that Cathay Pacific service was good, but not as warm and friendly as customers desired. Some even described the service as "robotic." This led to a reexamination of how the company recruited, trained and managed its employees.

One major change that Cathay Pacific made was in its in-flight training department. In the past, trainers devised and followed careful lesson plans. This was intended to provide a set standard of service on all flights. However, to increase customer retention, especially among business travellers, Cathay Pacific decided that something more was needed.

Questions:

Assume you are a training manager at this airline. First, what are your thoughts concerning how you would conduct a needs assessment for the airline? What methods would you use to design training that emphasized exceptional customer service? Second, what type(s) of training would you recommend for flight attendants, if the new goal was to provide exceptional customer service? Finally, how might the training programs themselves have to change in order to promote innovation and collaboration among flight attendants, as well as from the trainers?

6458 – A28 – ISMBA (N) – D – 18

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2018

MANAGEMENT

A8: FINANCIAL ACCOUNTING FOR MANAGERS

(New)

Time : 3 *Hours*] [*Max. Marks* : 50

Answer **all** *Sections.*

Marks are indicated against each Section.

Section – A (Marks : 10 × 1 = 10)

1. Answer any **ten** of the following sub-questions. Each carries **one** mark.
   a) What do you understand by Accounting?
   b) What are Special Journals?
   c) What are the rules of Posting?
   d) What is the meaning of a debit balance and a credit balance?
   e) What do you understand by Contra Entry? Give example.
   f) Distinguish between Bad Debts and Book Debts.
   g) Pass the journal entry for the given below transactions in the books of X Ltd.
      X Ltd. purchased a machine from Y Ltd for Rs.2,00,000 and paid Rs.10,000 as cartage for bringing the machine to the factory and another Rs.40,000 as installation charges on 30.01.2019.
   h) Define Depreciation.
   i) What are Adjustment Entries?
   j) What do you understand by Inventory Valuation?
   k) What do you mean by Analysis of Financial Statements?
   l) What are Common-size Statements?

Section – B (Marks : 4 × 5 = 20)

Answer any **four** of the following questions. *Each carries* **five** *marks.*

2. What is Rectification of Errors? State the different types of errors. Why Suspense Account is opened in the books of accounts of a firm?

3. What do you understand by Bank Reconciliation Statement (BRS)? State the causes for difference in balances as per Bank Statement and firm's cash book with bank column. Explain.

4. The following is a summary of receipts and issues of materials in a factory during January, current year:

January	1	Opening balance, 500 units @ Rs. 25 per Unit
	6	Issue, 250 Units
	13	Received from supplier, 200 Units @ Rs.24.50 per Unit
	14	Returned to store, 15 Units @ Rs.24 per Unit
	16	Issue, 180 Units

P.T.O.

January	20	Received from supplier, 240 Units @ Rs. 24.75 per Unit
	24	Issue, 304 Units
	25	Received from supplier, 320 Units @ Rs. 24.50 per Unit
	26	Issue, 112 Units
	27	Returned to store, 12 Units @ Rs.24.50 per Unit
	31	Received from supplier, 100 Units @ Rs.25 per Unit

Work out on the basis of FIFO price at which materials are to be issued and the value of stock as on January 31. The physical verification revealed that on Jan. 15 there was a shortage of 5 units and another of 8 units on Jan. 28.

5. From the following information draw up a balance sheet of ABC Ltd by giving as much information as possible.

Gross profit ratio:	20%
Liquidity ratio:	1.5
Reserve: Share Capital:	0.5:1
Net Working Capital:	*Rs.* 30 Lakh
Current ratio:	2.5
Fixed asset turnover ratio:	2 times
Average Debt collection period:	2 months
Stock turnover ratio:	6 times (cost of sales/closing stock)
Fixed Asset:Shareholders Networth:	1:1

6. A firm purchased on 01.01.2014 certain machinery for Rs.5,82,000 and spent Rs.18,000 on its erection. On 01.07.2014, additional machinery costing Rs.2,00,000 was purchased. On 01.07.2016, the machinery purchased on 01.01.2014 having become obsolete was auctioned for Rs.2,86,000 and on the same date a fresh machinery was purchased at a cost of Rs.4,00,000.

Depreciation was provided for annually on 31st March at the rate of 10% on written down value. From 01.04.2017, however, the firm changed this method of providing depreciation and adopted the method of providing 5% per annum depreciation on the original cost of the machinery.

Prepare the Machinery Account as it would stand at the end of each year from 1st Jan 2014 to 31st March 2018.

Section – C (Marks : 1 × 10 = 10)

Answer any **one** of the following questions which *carries* **ten** *marks.*

7. What are Accounting Concepts and Conventions? Why these are important? Explain briefly the different Accounting Concepts and Conventions followed by the Accountants while preparing and presenting the financial statements.

8. Prepare Manufacturing, Trading and Profit/Loss Account for the year ended 31st December, 2018 and Balance Sheet as on that date of X Ltd from the following Trial Balance.

Trial Balance X Ltd as on 31.12.2018

Particulars	**Debit Balances (Rs.)**	**Particulars**	**Credit Balances (Rs.)**
Opening Stock of Raw Materials	300000	Capital	720000
Opening Stock of Finished Goods	160000	Sales	4000000
Opening Stock of Work-in-progress	50000	Creditors	535000
Purchases of Raw Materials	2500000		
Purchases of Finished Goods	80000		
Carriage Inwards Wages	40000 500000		
Salaries (75% Factory)	260000		
Commission	30000		
Bad Debts	20000		
Insurance	40000		
Rent, Rates and Taxes (50% Factory)	120000		
Postage and Telegram	28000		
Tea and Tiffin	16000		
Travelling expenses (25% Factory)	35000		
Carriage Outwards	26000		
Machinery	400000		
Furniture	50000		
Debtors	600000		
Total	**5255000**		**5255000**

Additional Information: (a) The closing stocks: Raw Materials – Rs.400000; Work-in-progress – Rs.120000; Finished Goods – Rs. 80000; (b) Outstanding salaries Rs. 26,000; (c) Prepaid rent rates and taxes Rs.12000.

P.T.O.

Section – D (Marks : 1 × 10 = 10)

(Compulsory)

9. Read the case and answer the questions given at the end. This section carries 10 marks.

Income Statements of XYZ Ltd for the year ended December 31 (Rs. in 00s)

Particulars	**2017**	**2018**
Net Sales	259000	315000
Cost of goods sold	154000	189000
Administrative, general & selling expenses	46000	54000
Interest Expenses	4500	4000
Income before taxes	54500	68000
Income tax @ 40%	21800	27200
Net Income	32700	40800

Balance Sheets of XYZ Ltd (Rs. in 00s)

Particulars	**31.12.2017**	**31.12.2018**
Assets: **Current Assets:** Cash 11500	6500	
Accounts Receivable	49000	51000
Inventories	147500	155000
Fixed Assets: Plant & Equipments (net)	177000	187500
Total Assets	**385000**	**400000**
Liabilities & Shareholders' Equity: **Current Liabilities:** Accounts Payable	81500	60000
Others	22500	25000
Long-term Liabilities: Bonds Payable	100000	100000
Shareholders' Equity: Equity share capital (50000000 shares @ Rs.3 per share)	150000	150000
Share Premium	20000	20000
Retained earnings	11000	45000
Total Liabilities	**385000**	**400000**

Calculate the following ratios for 2017 and 2018 and interpret the same: (a) Gross Margin ratio, (b) Net Margin ratio, (c) Return on Investment, (d) Return on Equity, (e) Earnings Per Share, (f) Price-Earnings ratio (market price per share at the end of December 31, 2018 was Rs.12.04 and at the end of December 31, 2017 was Rs.8.86), (g) Book value per share, (h) Times interest earned, (i) Working capital, (j) Current ratio, (k) Acid-test ratio, (l) Accounts receivable turnover, (m) Inventory turnover, and (n) Debt to equity.

2507 – A27 – IS MBA – (N) – D – 19

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2019

HUMAN RESOURCE MANAGEMENT

Paper : A7/A2

(New)

Time : 3 Hours] [Max. Marks : 50

All Sections are **Compulsory**.
Read instructions given at each section.
Relevant illustrations must be given wherever required.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each sub-question carries **one** mark.
   a) What is Human Resource Planning?
   b) What is Job Description?
   c) Define Training.
   d) What do you mean by placement?
   e) What is succession planning?
   f) Define Compensation.
   g) Define Wages.
   h) What do you mean by bargaining power?
   i) What is Employee Welfare?
   j) What do you mean by Layoff?
   k) What is Role Analysis?
   l) What do you mean by employee separation?

Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. Explain the evolution of the concept of HRM.
3. Define selection. Briefly explain the selection process.
4. Explain the methods of training.
5. Write a brief note on compensation pay structure in India.
6. Explain the various types of welfare facilities and statutory provisions.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. Explain the importance and process of Human Resource Planning.
8. Discuss the methods of performance appraisal. What are the characteristics of an effective performance appraisal system?

[P.T.O.

Section D – (Marks: 10)

(Compulsory)

9. Read the following case and answer the questions given at the end.

Infosys, founded in 1981 in Pune by N. R. Narayana Murthy and his colleagues, is one of the biggest IT (Information Technology) companies in India. Two years later, the firm moved its headquarters to Bangalore. In 1987 Infosys began its international expansion by opening its first sales office in Boston. By 2008, the company with more than 90,000 employees (mostly professionals), expanded its operation to more than 30 worldwide offices. How does one recruit competent people for this global organization?

Operating in the software industry, Infosys provides services to many businesses in a variety of industry segments including banking, communication media, entertainment, manufacturing, energy and utilities, retail businesses, consumer products and services and many others.

In 1996, the company created a foundation, headed by Mrs. Sudha Murthy, that works in a variety of areas such as healthcare, arts, culture, social activities and education. Some of the initiatives include a program called Academic Entente that involves activities such as arranging academic conferences, research collaboration, a global internship program, and study tours to the company's development center. This initiative provides the link to academic institutions. The global internship program also provides opportunities for recruiting undergraduates, graduates as well as Ph.D. students. The disciplines are not restricted to business students, but also include liberal arts majors. Such programs aim at getting young people interested in information technology and computer science.

The $120 million Global Education Center in Mysore, about 90 miles from Bangalore, is one of the largest company training centers. It has been said that it is more difficult to be admitted to the Infosys training program than to get into Harvard. Only one percent of applicants get invited to the campus which is like a modern university; it also includes a large gym, a swimming pool, a bowling alley, and even a hair salon. But the campus is run by strict rules, such as alcohol prohibition. Yet, the "freshers" as the new recruits are called, do not complain - indeed it is considered a dream come true to be invited to the program which focuses on technical skills, but also includes communication and team building classes. The participants come from many countries and the aim is to train some 10,000 employees at a time.

Questions:

1. People are the key to success of enterprises. Address the recruitment efforts for finding and recruiting talents at Infosys.
2. Would you be interested in working for Infosys operating in many diverse businesses or would you prefer to become an entrepreneur working for a relative or establishing your own business?
3. List the advantages and disadvantages of working for a company like Infosys or being an entrepreneur.

HRM - No in set

2501 – A21 – IS MBA – (N) – D – 19

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

Paper : A1/A21 : Principles of Management

(New)

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Answer any **10** sub-questions, each sub-question carries **1** mark.

   a) "Management is not pure science" – Comment.

   b) What is productivity?

   c) "Science but not rule of thumb" – Comment.

   d) What is contingency approach?

   e) What is organization culture?

   f) What is scalar chain?

   g) What is whistle-blowing?

   h) "Planning is looking ahead" – Comment.

   i) Why MBO fails?

   j) How do you determine span of management?

   k) What theory X says?

   l) What is zero-base budgeting?

Section B – (Marks : 4 × 5 = 20)

Answer any **4** *questions from the following. Each question carries* **5** *marks.*

2. How do the required skills differ in the managerial hierarchy? Explain.

3. "Decision-making is the primary task of the manager" – Comment.

4. Is poor delegation of authority often found to be the most important cause of managerial failure? Explain.

5. Is real-time information not good enough for effective control? Explain.

6. "You can't motivate managers, they are self-propelled" – Comment.

Section C – (Marks : 1 × 10 = 10)

Answer any **1** *question from the following questions which carry* **10** *marks.*

7. What would you need to know to plan an organization structure? How far ahead should you plan it? How would you go about making such a plan?

8. Describe a situation in which you were a leader. What were the characteristics of your followers? What was the common goal? How did you motivate your followers?

[P.T.O.

Section D (Marks: 10)

9. Read the following case and answer the questions given at the end.

On June 1, 2009, the once-powerful General Motors (GM), with a distinguished history, applied for protection from its creditors by declaring bankruptcy. Up to 2008, GM was the largest car company in the world.

Under the leadership of Alfred Sloan, the long-time president (1923) and chairman (1937) of General Motors, established the concept of the modern organization with brand names such as Chevrolet, Pontiac, Oldsmobile, Buick, and Cadillac with a price structure ranging from the lowest to the highest. While Ford Motor Company focused on low-priced, mass-produced cars (Model T), GM produced cars for "every purse and purpose" according to the needs of its diverse customers.

Problems began during the oil crisis in the early 1970s. GM did not well respond to the customers' demand for fuel-efficient cars which Japanese and German carmakers offered. Rather than responding to the environmental changes, GM focuses on producing profitable pickups and fuel-inefficient SUVs.

GM, called by some "Generous Motors" agreed to generous pay and benefit packages demanded by the United Auto Workers (UAW), the powerful union. The high health and pension costs eventually added about $1,400 to the cost of their cars. In contrast, Japanese carmakers in America were not burdened by similar costs which, in turn, allowed them to price their cars competitively. In addition, foreign auto firms had a reputation for producing reliable cars. Especially young people were attracted by the car offerings of Toyota, Honda, Mercedes, and BMW cars. Many of those cars were produced outside the Detroit car capital at lower costs.

This downward slide resulted in the 2009 bankruptcy with the U.S. government owning 60.8% in stock of the company, the Canadian government receiving 11.7% the UAW Trust 17.5% and bondholders 10%. With the high percentage of government ownership, some call GM now "Government Motors". After the government bailout of billions of dollars, the influence of government has been clearly felt with the former CEO, Rick Wagoner, being ousted and being replaced by Fritz Henderson.

With the fall of GM, what will be its future role in the global car industry? Certainly most car companies suffered greatly which resulted in a loss of hourly and white-collar jobs. However, GM's Chapter 11 proceedings eventually saved many jobs, although it resulted in the sale of the Hummer, Saturn, and Saab brands. Moreover by 2012, GM largely repaid its loan and posted a record profit for 2011. Still, with a favorable car market situation in 2012, GM's market share of 17.5 percent, it is a lowest in 90 years. Nevertheless, GM is optimistic because of the new or improved car lineup with cars such as the Chevrolet Cruze, Sonic, or the electric Volt.

Questions:

1. What should GM do now after the bankruptcy?
2. If GM can produce a competitively priced car (less pricey than comparable cars), would you buy one? Why or why not?
3. In your country, which automobile company is the market leader? Is it GM? If not, which company is? Why?

2503 – A23 – IS MBA (N) – D – 19

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2019

BUSINESS STATISTICS

Paper : A3

(New)

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Answer any **10** out of **12** sub - questions. Each carries **one** mark.
   a) List down the techniques available for summary measure.
   b) What is a data point?
   c) What are the different types of variables?
   d) Why is 'mean' not good measure of central tendency?
   e) What kind of variable results from counting?
   f) What is the advantage of using a steam and leaf plot?
   g) As a manager, what do you understand when the correlation coefficient value is -'1'?
   h) What does kurtosis measure?
   i) Who developed the Bayes theorem?
   j) What are positional averages?
   k) Give an example of inclusive class interval.
   l) Define measurement.

Section B – (Marks : 4 × 5 = 20)

Answer any **4** *out of 5 questions. Each carries* **five** *marks.*

2. How is statistics helpful in business decision-making? Give examples.

3. The following data is the expenditure by the government. Plot a suitable graph and comment.

Particulars	Agriculture and rural development	Industries & Urban development	Health & Education	Others
Expenditure (millions of Rs.)	4,200	1,500	1,000	500

4. What is dispersion? Explain in brief the different methods of measuring dispersion.

5. Calculate the coefficient of skewness from the following data and make necessary comments.

Hourly Wages (Rs.)	40-50	50-60	60-70	70-80	80-90	90-100	100-110	110-120	120-130	130-140
No. of Workers	5	6	8	10	25	30	36	50	60	70

[P.T.O.

6. The quality inspector of tasty biscuit company is inspecting a batch of freshly baked cashew biscuits, if the production process is under control; the mean number of cashew per biscuit is 7. What is the probability that in a particular biscuit being inspected.
   a) Less than six cashews will be found?
   b) Exactly six cashews will be found.
   c) Six or more cashews will be found.
   d) Either five or six cashews will be found.
   e) No cashew will be found.

Section C – (Marks : 1 × 10 = 10)

Answer any **1** *out of 2 questions. It carries* **10** *marks.*

7. The table provides sales of a manufacturing firm. Compute three month moving average and write your comments.

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sales (in millions Rs.)	20	19	20	24	25	21	22	23	29	30	32	28

8. A sandwich centre has fifteen varieties of sandwiches. The data about the type of sandwiches and its calories and carbohydrates are given in the table. Find the correlation coefficient between calories and carbohydrates and comment on your findings.

Sandwiches type	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Calories	360	370	380	400	400	470	470	500	510	540	550	550	570	580	640
Carbohydrates	44	53	57	57	37	51	46	52	57	42	55	46	48	58	61

Section D – (Marks : 10)

(Compulsory)

9. Consider the following data, obtain the regression equation and find the likely sales when the purchase equals 100.

Purchases	62	72	98	76	81	56	76	92	88	49
Sales	112	124	131	117	132	96	120	136	97	85

2504 – A24 – ISMBA (N) – D – 19

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2019

CORPORATE COMMUNICATION–I

Code: A4

(New)

Time : 1½ Hours] [Max. Marks : 25

Section A – (Marks : 5 × 1 = 5)

1. Explain the following terms. (**Any 5**)
   a) Haptic communication.
   b) Feedback.
   c) Hearing.
   d) Exit Interview.
   e) Elevator Pitch.
   f) Grapevine.

Section B – (Marks : 2 × 5 = 10)

Answer any **two.** *Each question carries* **five** *marks.*

2. "Colours have communicative value". Explain with suitable example.
3. How can manger minimise communication barriers in an organisation to strengthen working relationships?
4. Explain stages involved in developing effective business presentation.

Section C – (Marks: 10)

(Compulsory)

5. ABC Company Limited is conducting campus drive in your institute. You have been given job description for which you will be attending interview. What kind of preparation is required from your side before attending interview and also during interview.

____

2505 – A25 – IS MBA – (N) – D – 19

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

Paper : A5 – Information Technology for Managers

(New)

Time : 3 Hours] [Max. Marks : 50

Section A – (Marks : 10 × 1 = 10)

1. Answer any **10** out of **12** questions. Each carries **one** mark.

   a) What is computer memory?

   b) What is a binary and octal number system?

   c) What is the relationship between Byte and Terrabyte?

   d) What is operating system?

   e) What are secondary devices?

   f) What is MAN?

   g) What is social networking?

   h) What is an interpreter?

   i) What is HTML?

   j) What is www?

   k) What is a field in a database?

   l) What is a mail merge?

Section B – (Marks : 5 × 4 = 20)

Answer any **four** *out of* **5** *questions. Each carries* **5** *marks.*

2. Explain the parts of a desktop computer with a neat block diagram.
3. What is a Virus? How to control viruses in computers?
4. What is meant by search engine? Explain with examples.
5. Explain the important features of HTML.
6. Write a program in C to compute compound interest.

[P.T.O.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *out of* **two** *questions. Each carries* **ten** *marks.*

7. Explain different types of operators used in C language.
8. Write a program in C to calculate sum, difference and multiplication of two matrices.

Section D (Marks: 10)

(Compulsory)

9. Explain the various types of graphs which can be drawn using MS Excel.

2506 – A26 – ISMBA (N) – D – 19

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2019

MANAGEMENT

Paper : A6 – Marketing Management

(New)

Time : 3 Hours] [Max. Marks : 50

Section A

1. Answer any **ten** of the following in brief not exceeding a few sentences. You may give an example to elucidate. Each question carries **1** mark. $(10 \times 1 = 10)$

   a) Define Marketing Management.

   b) Define wants.

   c) Define Focus Group discussion.

   d) What is Customer Lifetime Value?

   e) Define culture and sub-cultures.

   f) Define organizational buying. Highlight how it differs from consumer buying.

   g) What are the criteria for effective segmentation?

   h) Define Brand Equity.

   i) What do you mean by Guerilla warfare in marketing?

   j) List out three different Line Stretching decisions with example.

   k) What are the four distinctive characteristics of Services?

   l) What is a VMS and HMS?

Section B

Answer any **four** of the following. Each question carries **5** marks. $(4 \times 5 = 20)$

2. What are the different steps in Marketing Research? Explain each of the steps in detail taking an example from your Project.

3. Draw a Block diagram to explain the Consumer Buying Process. Take an example to define each of the steps in the above process.

4. What are the different Role Players in the whole buying process? Explain each with an example.

[P.T.O.

5. What are the 10 advantages of a Strong Brand? Take example to explain.

6. What are the steps to be followed in designing a marketing Channel System? For a product on which you have worked as a project, go through all the steps stated above clearly highlighting the pitfalls to be avoided.

Section C

Answer any **one** of the two questions given below in great detail. (1 × 10 = 10)

7. What is a Product Life Cycle? Explain each of the stage of a PLC in greater detail with example.

8. What are the distinctive steps to be followed in setting price of a Product and Service? Taking an example of a Product and a Service, explain in detail the steps followed.

Section D – (Marks: 10)

(Compulsory)

9. Read the following Case in detail and answer the questions given below:

Fairness Wars: Who's the Fairest of Them All?

In June 1999, the FMCG major, Hindustan Lever Ltd (HLL), announced that it would offer 50% extra volume on its Fair & Lovely (F&L) fairness cream at the same price to the consumers. This was seen by industry analysts as a combative initiative to prevent CavinKare's Fairever from gaining popularity in retail markets. HLL's scheme led to increased sales of F&L and encouraged consumers to stay with F&L and not shift to the rival brand. In December 1999, Godrej Soaps created a new product category - fairness soaps - by launching its FairGlow FairnessSoap. The product was successful and reported sales of more than Rs. 700 million in the first year of its launch. Godrej extended the brand to fairness cream by launching FairGlow Fairness Cream in July 2000. By 2001, CavinKare's Fairever fairness cream, with the USP of 'a fairness cream with saffron' acquired a 15% share, and F&L's share fell from 93% (in 1998) to 76%. Within a year of its launch, Godrej's FairGlow cream became the third largest fairness cream brand, with a 4% share in the Rs. 6 billion fairness cream market in India.

The other players, including J.L.Morrison's Nivea Visage fairness cream and Emami Group's Emami Naturally Fair cream, had the remaining 5% share. Clearly, the fairness cream and soaps market was witnessing a fierce battle among the three major players - HLL, CavinKare and Godrej - each trying to woo the consumer with their attractive schemes.

Background

In 1975, HLL launched its first fairness cream under the F&L brand. With the launch of F&L, the market, which was dominated by Ponds (Vanishing Cream and Cold Cream) and Lakme (Sunscreen Lotion), lost their dominant position. The dominance of HLL's F&L continued till 1998, when CavinKare launched its Fairever cream in direct competition with F&L. Within six months of its launch, Fairever captured more than 6% of market share. The success of Fairever attracted other players. Every product in this segment was witnessing growth higher than the overall personal care product category growth. The fairness cream market was growing at 25% p.a., as compared to the overall cosmetic products markets growth of 15% p.a. In 2000, there were 7 main brands in the fairness product market across the country.

Fair(Ness) War

In 1998, CavinKare launched Fairever fairness cream. The company took care to stick to the herbal platform that its consumers had come to associate with all CavinKare products. Fairever seemed to be an instant success. Fairever's market share jumped from 1.23% in 1998 to 8.13% in 1999. The brand was expected to grow from Rs. 160 million in 1999 to Rs. 560 million in 2000. Its success attracted many players, including Godrej (FairGlow) and Paras Chemicals (Freshia). Existing products like Emami Naturally Fair and F&L were promoted with renewed vigor. In December 1999, Godrej launched FairGlow fairness soap and created a new product category. The soap claimed to remove blemishes to give the user a smooth and glowing complexion. FairGlow was positioned as a twin advantage soap - a clean fresh bath and the added benefit of fairness. In early 2000, Godrej Soaps launched Nikhar, which was based on the ancient Indian formula of milk, besan and turmeric.

Though Nikhar and FairGlow were positioned differently - Nikhar targeted fairness and FairGlow claimed to protect skin naturally - the objective of both was the same, get more of a stagnating market. In April 2000, HLL introduced Lux Skincare soap, positioned on the sunscreen platform. Priced at Rs. 14 for a 75gm cake, it was able to garner only a 0.5 share by 2000 end. In comparison, the mother brand Lux had a share of 14%. Retailers claimed that

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sales of the Lux variant were poor as it promised only protection from ultraviolet rays. While this soap prevented one from growing darker, it did not promise to enhance the complexion. By 2000 end, F&L cream seemed to be losing ground not only to other creams but also to FairGrow soap. The switch from cream to soap was largely because soaps were perceived to be less harmful to the skin than cream. HLL did not have a product in its soap portfolio for this segment, and this was where Godrej seemed to have gained. However, in 2001, HLL followed Godrej's footsteps and launched Fair & Lovely Fairness Soap. This intensified the competition. F&L's extension into soaps was in tune with HLL's strategy to develop and grow the premium segment of the market. Since the growth in the toilet soap market had and slowed down, the industry felt that premium soaps would re-energize the market Sangeeta Pendurkar, Marketing Manager, HLL, said, "We are targeting the 50,000 tonne premium soaps market with F&L. We believe F&L soap will synergize with F&L cream as research reveals that the usage of both will deliver better fairness." Analysts felt that though FairGlow had the first mover advantage, F&L soap's growth potential could not be underestimated given the strong equity of the mother brand. In 1999, HLL and CavinKare hiked the price of F&L and Fairever by Re. 1 from Rs. 25 and Rs. 26 respectively. In 2000, Fairever was back to its original price to maintain price parity. Many stockists said that this was done to push the product against F&L. A stockist commented, "The Company was trying out this price to compete with F&L and other new brands that have come in. But we did not see higher sales due to this and the company reverted to its original price". F&L too followed suit.

During 2000-01, while the fairness cream market was growing at an average of 15%, Fairever's growth had slowed down. Analysts felt that this was mainly because Fairever was priced higher than competing products. Meanwhile, in January 2000, HLL filed a patent infringement suit for Rs.100 million in the Kolkata High Court against CavinKare Ltd.. HLL alleged that CavinKare was using its patented F&L formula without its knowledge or permission. HLL obtained an ex-parte stay on CavinKare, but CavinKare got the stay vacated in a week's time. It also filed a patent revocation application in the Chennai High Court and defended the suit on the grounds that HLL's patent was not valid. CavinKare further claimed that the ingredients contained in the composition were 'prior art' and that the new patent was not an improvement of the earlier patent, which had expired in 1988. In September 2000, the companies suddenly opted for an out-of-court settlement.

CavinKare gave an undertaking to the court that the company would not "manufacture and/ or market either by themselves or by their agents any fairness cream by using silicone compound in combination with other ingredients covered in patent No. 169917 of the plaintiff (HLL), namely Niacinamide, Parsol MCX, Parsol 1789, with effect from September 15, 2000". HLL also gave an undertaking that it would not interfere with the sale of the cream manufactured on or before September 15,2000, lying with the wholesalers, re-distribution stockists, and retailers.

Promotional Wars

During 2000-01, with major players entering the market, the existing products were promoted with renewed vigor through price reductions, extra volumes, etc. Many products were marketed aggressively. While F&L advertisements projected fairness comparable to the moon's silvery glow, FairGlow offered the added benefit of a blemish-free complexion. But Fairever, which sold at a higher price, did not initiate any promotional activities. B.Nandakumar, President (Marketing), CavinKare, explained, "We will not tailor our product to the competition. We'll do so for the consumer. Freebies are not the only way to garner sales". However, analysts believed that CavinKare did not undertake any promotional activities due to lack of financial muscle. On February 14, 2000, as a part of its promotional activities, Godrej Soaps announced the 'Godrej FairGlow Friendship Funda' in various colleges in Maharashtra. In August 2000, it launched the 'FairGlow' Express, the first branded local train in India, in Mumbai, in partnership with Western Railways. In December 2000, Godrej took its FairGlow brand to the web by launching www.fairglow.com. Later, it launched a unique online promotional scheme - 'the FairGlow Face of the Fortnight'. Every fortnight, one winner was selected and showcased on the website. The winner also won prizes like perfume hampers, gold and pearl jewelry, holiday for two etc. In early 2001, Godrej Soaps also launched its FairGlow cream in an affordable sachet (pouch pack). The 9gm sachet was priced at Rs. 5, and claimed to give around 15-20 applications per pack. It was initially launched in South India and was expected to enter other markets very soon.

The Wars Continue Unabated

In early 2001, three major players - HLL, CavinKare and Godrej - competed fiercely to penetrate the market further with their attractive schemes. A growing number of pharma and OTC drug companies like Emami, Ayurvedic Concepts, Paras etc. also entered this segment. Companies were also facing competition from Amway, Avon, Modicare etc. which were into direct selling. The market was seeing a major convergence of product categories with the emergence of more and more variants to fill every conceivable niche. This heightened competition forced companies to increase their advertisement spends. HLL re-launched F&L and quadrupled its advertising expenditure. CavinKare more than doubled its ad spends from Rs. 215 million in 1999 to Rs. 500 million in 2001. Godrej and Emami too planned to raise their ad spends. But even as ad spends increased, fakes entered the market.

Fair & Lovely's fakes were rampant with names like Pure & Lovely and Fare & Lovely. Fairever's copies were Four Ever, For Ever or Fare Ever. In early 2001, HLL launched Nutririch Fair & Lovely Fairness Reviving Lotion to protect its brand from any threat in the premium segment. The new product was claimed to be scientifically formulated to protect the skin from harmful ultraviolet rays and enhance natural fairness. The new formula, containing Triple UV Guard Sun protection system and the fairness ingredients Vitamin B3 and milk proteins, promised to restore and protect the natural skin colors from the sun's darkening effects. The product was also claimed to contain Niacinamide making it the only patented formula fairness cream. It was targeted at women in the age group of 18-35 and was priced at a premium. A 50ml pack was priced at Rs.38 and a 100ml pack at Rs. 68. HLL also launched 'Pears Naturals Fairness cream' at the same time. By mid 2001, the fairness concept was no longer restricted to creams and soaps, but had expanded to talcs also. Emami was test marketing a herbal fairness talc in the South. The rapid expansion of the fairness business had two consequences; cut throat competition and a flurry of copycats. Every company - from the market leader to the new entrants - was forced to rethink its marketing strategies, spend lavishly on advertisements and even seek legal action against unfair claims. Even though there was no scientific backing for the manufacturer's claims that their products enhanced fairness, prevented darkening of skin, or removed blemishes, sales of fairness products continued to gallop. Dr. R.K.Pandhi, Head of the Department of Dermatology, AIIMS, Delhi, said "I have never come across a medical study that substantiated such claims. No externally applied cream can change your skin color. Indeed the amount of melanin in an individual's skin cannot be reduced by applying fairness creams, bathing with sun-blocking soaps or using fairness talc". In 2001, the organized market of branded fairness cream products was worth about Rs. 6 billion. The unbranded and fakes market was estimated to be Rs. 1.5 billion. The market was big and the potential was even bigger. In India, beauty seemed to be associated with fairness more than with anything else. With such an attitude firmly entrenched in the minds of the millions of people, the fairness products market would see fair days ahead.

Questions:

a) List out the Market situation chronologically and match it with the strategic decisions taken by HLL and CavinKare. 4

b) Categorize them according to the Marketing Mix. Do you agree with them? 3

c) If you have to change, which one would you change? Why? 3

2502 – A22 – ISMBA (N) – D – 19

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, DECEMBER 2019

BUSINESS ENVIRONMENT FOR MANAGERIAL DECISION-MAKING

Paper : A22

(New)

Time : 3 Hours] [*Max. Marks :* 50

All *sections are* **compulsory**.

Read instructions given at each Section.

Relevant illustrations must be given wherever required.

Section A – (Marks : 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.

   a) Why do People economize?

   b) What are the determinants of demand?

   c) State the two types of input-output relationship in production function.

   d) What do you mean by supply-side of the market?

   e) Give the meaning of Marginal cost. How do you calculate Marginal cost?

   f) What is the most plausible objective of business firms?

   g) What are the uses of macroeconomics?

   h) Define monetary policy.

   i) Distinguish between GDP and NNP.

   j) What is investment multiplier?

   k) What are the factors that determine the effectiveness of monetary policy?

   l) What do you mean by (CRR) cash reserve ratio?

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Section B – (Marks : 4 × 5 = 20)

Answer any **four** *questions. Each question carries* **five** *marks.*

2. What is meant by consumer equilibrium? Suppose total utility schedule of a consumer from his consumption of X is given as follows:

Units of X Consumed	1	2	3	4	5	6	7	8
Total utility	20	35	45	52	57	60	60	50

Suppose also that price of commodity X is Rs. 5/- per unit. Find consumer's equilibrium.

3. When MC changes, AC changes (a) at the same rate, (b) at a higher rate, or (c) at a lower rate? Illustrate your answer through a diagram.

4. Do the alternative theories really offer an alternative explanation to firms' behavior? Explain.

5. What is investment multiplier? How is investment multiplier worked out?

6. Briefly discuss the causes of unemployment and underemployment in developing countries like India.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** *question which carries* **ten** *marks.*

7. Suppose that a competitive firm is in long-run equilibrium. What will happen to price in the long-run if there is a rise in demand for the product of the industry?

8. What are the factors that determine the effectiveness of monetary policy? How does empirical evidence corroborate with theoretical propositions?

Section D – (Marks : 1 × 10 = 10)

(Compulsory)

9. What is the purpose of applying the end-use method of demand forecasting? What are the necessary steps taken in forecasting demand for an industrial input? What are the advantages and limitations of this method?

2508 – A28 – IS MBA(N) – D – 19

FIRST SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION DECEMBER 2019

MANAGEMENT

Paper : A8/A28: Financial Accounting for Managers

(New)

Time : 3 Hours] [Max. Marks : 50

Answer **all** *sections. Marks are indicated against each Section.*

Section A – (Marks : 10 × 1 = 10)

1. Answer any ten of the following sub-questions. Each carries one mark.

   a) State the objectives of Accounting.

   b) Why do we enter transactions first in the journal and then post them to the ledger?

   c) State the rules of debit and credit for assets and liabilities.

   d) State any two main causes of disagreement between the balances shown by the Cash Book and Pass Book.

   e) What do you understand by Accrued Incomes?

   f) State the significance of P/E ratio from the point of view of investors.

   g) What is an Adjusted Trading Account?

   h) What are the main objectives of IFRS?

   i) How Net Worth is calculated?

   j) Distinguish between Comparative Statements and Common-size Statements.

   k) What are Valuation Ratios? State any one valuation ratio.

   l) Distinguish between SLM and WDV method of charging depreciation.

Section B – (Marks : 4 × 5 = 20)

Answer any **four** of the following questions. Each carries five marks.

2. Explain the nature of accounting function and describe the role played by the Accountant in a business organization. Who are the major users of accounting information?

3. "The debit and credit columns of a Trial Balance being equal do not prove that the transactions have been correctly recorded." In the light of this statement, explain the errors which are not indicated by the Trial Balance.

4. What is a Bank Reconciliation Statement? What are the causes of disagreement between the balance in Bank Pass Book and firm's Cash Book? How a Bank Reconciliation Statement is prepared?

5. A firm purchased on 01.01.2015 certain machinery for Rs.9,50,000 and spent Rs.50,000 on its erection. On 01.07.2015, additional machinery costing Rs.5,00,000 was purchased. On 01.07.2017, the machinery purchased on 01.01.2015 having become obsolete was auctioned for Rs.3,86,000 and on the same date a fresh machinery was purchased at a cost of Rs.6,00,000.

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Depreciation was provided for annually on 31st March at the rate of 10% on written down value. In 2018, however, the firm changed this method of providing depreciation and adopted the method of providing 5% per annum depreciation on the original cost of the machinery.

Prepare the Machinery Account as it would stand at the end of each year from 1st Jan. 2015 to 31st March 2019.

6. The following information is provided by Sunrise Industries Ltd. for the fortnight of April, current year in respect of material Exe:

Stock on	April 1	100 units @ Rs. 5 per unit
Purchases	April 5	300 units @ 6 per unit
	April 8	500 units @ Rs. 7 per unit
	April 12	600 units @ Rs. 8 per unit
Issues:	April 6	250 units
	April 10	400 units
	April 14	500 units

Required: (a) Calculate using FIFO and LIFO methods of pricing issues (i) the value of materials consumed during the period and (ii) the value of stock materials on April 15, current year; (b) Explain why the figures in (i) and (ii) in part (a) of this question are different under the two methods of pricing of materials issued/used.

Section C – (Marks : 1 × 10 = 10)

Answer any **one** of the following questions. Each carries ten marks.

7. What are Accounting Concepts and Conventions? Explain each of the Accounting Concepts and Conventions with suitable examples.

8. Prepare Trading and Profit/Loss Account for the year ended 31st March, 2019 and Balance Sheet as on that date of XY Company Ltd., from the following Trial Balance:

Trial Balance as on 31.03.2019

Particulars	Debit Balances (Rs.)	Credit Balances (Rs.)
Opening Stock of Raw Materials	300000	
Opening Stock of Finished Goods	160000	
Opening Stock of Work-in-progress	50000	
Capital		720000
Purchases of Raw Materials	2500000	
Sales		4000000
Purchases of Finished Goods	80000	
Carriage Inwards	40000	
Wages	500000	
Salaries (75% Factory)	260000	
Commission	30000	
Bad Debts	20000	
Insurance	40000	
Rent, Rates and Taxes (50% Factory)	120000	
Postage and Telegram	28000	
Tea and Tiffin	16000	
Travelling & Conveyance (25% Factory)	35000	
Carriage Outwards	26000	
Machinery	400000	
Furniture	50000	
Accounts Receivables	600000	
Accounts Payables		535000
Total	**5255000**	**5255000**

The closing stocks are as follows:

Raw Materials Rs.400000, Work-in-progress Rs.120000

Finished Goods Rs.80000

Section D – (Marks : 1 × 10 = 10)

(Compulsory)

9. Read the case and answer the questions given at the end. This section carries ten marks. The following are the financial statements of XYZ Ltd.

Income Statements of XYZ Ltd., for the year ended December 31 (Rs. In 00s)

Particulars	**2018**	**2019**
Net Sales	259000	315000
Cost of goods sold	154000	189000
Administrative, general & selling expenses	46000	54000
Interest Expenses	4500	4000
Income before taxes	54500	68000
Income tax @ 40%	21800	27200
Net Income	32700	40800

Balance Sheets of XYZ Ltd. (Rs. In 00s)

Particulars	**31.12.2018**	**31.12.2019**
Assets:		
Current Assets: Cash	11500	6500
Accounts	49000	51000
Receivable	147500	155000
Inventories	177000	187500
Fixed Assets: Plant & Equipments (net)		
Total Assets	**385000**	**400000**
Liabilities & Shareholders' Equity:		
Current Liabilities: Accounts Payable	81500	60000
Others	22500	25000
Long-term Liabilities: Bonds Payable	100000	100000
Shareholders' Equity:		
Equity share capital (50000000		
Shares @ Rs.3 per share)	150000	150000
Share Premium	20000	20000
Retained earnings	11000	45000
Total Liabilities	**385000**	**400000**

Calculate the following ratios for 2018 and 2019 and interpret the same:

(a) Gross Margin ratio, (b) Net Margin ratio, (c) Return on Investment, (d) Return on Equity, (e)Earnings Per Share,(f) Price-Earnings ratio (market price per share at the end of December 31, 2019 was Rs.12.04 and at the end of December 31, 2018 was Rs.8.86 (g) Book value per share, (h) Working capital turnover, (i) Current ratio, (j) Acid-test ratio, (k) Accounts receivable turnover, (l) Inventory turnover, and (m) Debt to equity.

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