DAYANANDA SAGAR
College of Arts, Science & Commerce

PG – 912

First Semester M.B.A. Degree Examination, February 2017
(CBCS)
Management
Paper – 1.1 : ECONOMICS FOR MANAGERS

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **(5×5=25)**

1. What is central problem of an economic ? Discuss.
2. Explain briefly the relation between marginal cost and average cost with the help of suitable example.
3. Distinguish between extension of demand and increase in demand.
4. Discuss the factors which accounts for increasing returns to scale and decreasing returns to scale.
5. What are ridge lines ? Explain its importance in production.
6. How the measurement of national income is done in India ?
7. Find the cross elasticity of demand between X and between Y and Z for the data in table given below.

Commodity	Before		After	
	Price Rs./Unit	Quantity Units/Year	Price Rs./Unit	Quantity/Year
Y	8	150	6	200
X	4	100	4	75
Z	10	6	12	5
X	4	100	4	90

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SECTION – B

Answer **any three** of the following questions : **(3×10=30)**

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

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

9. Price rigidity is an essential aspect of normal oligopolistic price strategy explain.

10. Explain the producer's equilibrium position with the help of isoquants curves.

11. Multiplexes in India raises price of tickets during peak hours. What type of pricing strategies are used by movie theatres ? Why ? Explain the concept of type of pricing strategies and its elements.

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SECTION – C

12. Case study : **(1×15=15)**

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

The demand of a restaurant is likely to be very elastic and downward sloping because there are many other food outlets available to customers with differentiated product. But the demand is not perfectly elastic (i.e. horizontal) because, each restaurant has something to offer other restaurants do not : for instance, convenience, location, elaborate menu, or just atmosphere. There is no barrier of entry or exit. A restaurant should accept customers as long as the additional or marginal revenue exceeds the additional or marginal cost of the last meal served. This seems to be apparent in the reservation process which limits

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

Questions :

1) Which type of market competition this case belongs ? Give justification of your answer with suitable examples.
2) What are the various ways of non price competition prevailing in Restaurant industry ?
3) Do you think that the economic effect of non price competition is an overall undesirable loss of allocative and productive efficiency : the customer pays more and is able to buy less ? Give your arguments for or against non price competition.

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I Semester M.B.A. Degree Examination, Feb. 2017
(CBCS)
MANAGEMENT
Paper – 1.2 : Organizational Behaviour

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks. **(5×5=25)**

1. Enumerate the need and importance of OB.
2. What is meant by attitude ? Explain the various approaches to understanding attitude.
3. Discuss Maslow's hierarchy of needs theory.
4. What is group dynamics ? Why is it important for understanding organizational behaviour ?
5. Explain any two theories of personality ?
6. Discuss the theory involved in organizational development.
7. What are the causes of resistance to change in an organization ?

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SECTION – B

Answer **any three** of the following questions. **Each** question carries **ten** marks. **(3×10=30)**

8. "A good leader is not necessarily a good manager". Discuss this statement and compare leadership with management.
9. Explain the concept and significance of organizational culture. How does it affect different aspects of organizational functioning ?
10. Explain the methodology to be adopted in survey feedback for organizational development. What are the pitfalls occur in survey feedback method ?
11. Why does group conflict arise ? What are its consequences ? How would you prevent such conflict ?

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SECTION – C
(Case Study)

Compulsory question : **(1×15=15)**

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

12. Emotions are an inevitable part of people's behaviour at work. At the same time, it's not entirely clear that we've reached a point where people feel comfortable expressing all emotions at work. The reason might be that business culture and etiquette remain poorly suited to handling overt emotional displays.

Some people are skeptical about the virtues of more emotional displays at the workplace. As emotions are automatic physiological responses to the environment and as such, they can be difficult to control appropriately. One 22 year old customer service representative named Laura who was the subject of a case study noted that fear and anger were routinely used as methods to control employees, and employees deeply resented this use of emotions to manipulate them. In another case, the chairman of a major television network made a practice of screaming at employees whenever anything went wrong, leading to badly hurt feelings and a lack of loyalty to the organization. Like Laura, workers at this organization were hesitant to show their true reactions to these emotional outbursts for fear of being branded as "weak" or "ineffectual". It might seem like these individuals worked in heavily emotional workplaces, but in fact, only a narrow range of emotions was deemed acceptable. Anger appears to be more acceptable than sadness in many organizations and anger can have serious maladaptive consequences.

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Others believe organizations that recognize and work with emotions effectively are more creative, satisfying and productive. For example, Laura noted that if she could express her hurt feelings without fear, she would be much more satisfied with her work. In other words, the problem with Laura's organization is not that emotions are displayed, but that emotional displays are handled poorly. Others note that use of emotional knowledge, like being able to read and understand the reactions of others, is crucial for workers ranging from salespeople and customer service agents all the way to managers and executives. One survey even found that 88 percent of workers feel being sensitive to the emotions of others is an

asset. Management consultant Erika Anderson notes, "Crying at work is transformative and can open the door to change". The question then is, can organizations take specific steps to become better at allowing emotional displays without opening a Pandora's Box of outbursts ?

Questions:

1) What factors do you think make some organizations ineffective at managing emotions ?
2) Do you think the strategic use and display of emotions serve to protect employees, or does covering your true emotions at work lead to more problems than it solves ?
3) Have you ever worked where emotions were used as part of a management style ? Describe the advantages and disadvantages of this approach in your experience.

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I Semester M.B.A. Degree Examination, February 2017
(CBCS)
MANAGEMENT
Paper – 1.3 : Accounting for Managers

Time : 3 Hours Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks. **(5×5=25)**

1. What is GAAP ? Explain the need for GAAP.

2. Explain the factors influencing depreciation.

3. Explain various sources of information for decision making to the stake holders of the Company.

4. Explain how product price is fixed under :
   i) Traditional costing
   ii) Target costing.

5.

	Sales Rs.	Profit Rs.
Year – 1	10,00,000	2,00,000
Year – 2	15,00,000	4,00,000

Your are required to calculate :
   i) P.V. Ratio
   ii) Fixed cost
   iii) Break even sales volume
   iv) Sales to earn a profit of Rs. 3,00,000.

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6. From the following data prepare flexible budget for production of 40000 units and 60000 units of product 'X' distinctly showing variable cost and fixed cost as well as total cost.

	100000 units (per unit cost)
Direct Material	90
Direct Labour	45
Direct variable expenses	10
Manufacturing variable overhead	30
Fixed production overhead	10
Administration overhead (fixed)	5

7. Present the following information to show clearly to management :
   a) The marginal product cost and the contribution per unit.
   b) The total contribution and profits resulting from each of the following mixtures.

	Product A	Product B
Direct Material	10	9
Direct wages	3	2
Variable expenses 100% of direct wages for both products		
Selling price	**20**	**15**

Fixed expenses 800

Sales mixtures :

a) 100 units of product A and 200 of B
b) 150 units of product A and 150 of B
c) 200 units of product A, and 100 of B.

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SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. **(3×10=30)**

8. What is window dressing of financial statements ? Explain the motives and forms of window dressing.

9. "Costs may be classified in a variety of ways according to their nature and the information needs of management". Explain and discuss this statement giving examples of classification required for different purposes.

10. A company having a net working capital of Rs. 2,80,000 as 31-3-2015 indicates the following financial ratios and performance figures :

Current ratio	2.4
Liquidity ratio	1.6
Inventory turnover (on cost of sales)	8
Gross profit on sales	20%
Credit allowed (months)	1.5

The company's fixed assests is equivalent to 90% of its net worth (share capital plus reserves) while reserves amounted 40% of share capital. Prepare the imaginary Balance Sheet of a company as on 31-3-2015 showing step by step calculation.

11. From the following information prepare Cash Flow Statement according to A.S – 3 (Indirect Method) :

Comparative Balance Sheet Excellent Ltd.

Liabilities and Capital	As at 31-3-2006 Rs.	As at 31-3-2005 Rs.	Assets	As at 31-3-2006 Rs.	As at 31-3-2005 Rs.
Share capital	50,00,000	40,00,000	Fixed Assets	31,00,000	30,00,000
Reserves and Surplus	15,00,000	5,00,000	Investments	1,50,000	–
Secured Loans	35,00,000	40,00,000	Cash and Bank Balances	2,50,000	1,25,000
Current Liabilities	50,00,000	60,00,000	Stocks, Stores, Work-in-Progress	75,00,000	78,75,000
			Sundry Debtors	40,00,000	35,00,000
	1,50,00,000	**1,45,00,000**		**1,50,00,000**	**1,45,00,000**

i) The net profit for the year after adjustment in respect of provisions for dividends and taxation was Rs. 10,00,000.

ii) There was addition to Fixed Assets during the year amounting to Rs. 4,00,000 and Depreciation for the year was Rs. 3,00,000.

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SECTION – C

12. **Case study : Compulsory.** **(1×15=15)**

Prepare a Balance Sheet in a vertical form as at 31-3-2016 from the following information of XYZ Ltd. as required under Part I – B of Schedule III of the Companies Act, 2013.

Term loans	10,00,000	Sundry debtors	12,25,000
Sundry creditors	11,45,000	Miscellaneous expenses	58,000
Advances	3,72,000	Loans from debtors	2,00,000
Cash and bank balances	2,75,000	Provision for doubtful debts	20,200
Staff advances	55,000	Stores	4,00,000
Provision for taxation	1,70,000	Fixed assets (WDV)	51,50,000
Share premium	4,75,000	Finished goods	7,50,000
Loose tools	50,000	General reserve	20,50,000
Investments	2,25,200	Capital work-in-progress	2,00,000
Loss for the year	3,00,000		

Additional Information :

1) Share capital consists of :
   a) 3,000 equity shares of Rs. 100 each fully paid up.
   b) 10,000 – 10% redeemable preference shares of Rs. 100 each fully paid up.
2) Term loans are secured.
3) Depreciation on assets Rs. 5,00,000.

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I Semester M.B.A. Degree Examination, February 2017
(CBCS)
Management
Paper – 1.4 : STATISTICS FOR MANAGEMENT

Time : 3 Hours | Max. Marks : 70

***Instruction**: Statistical tables and calculators are **allowed**.*

SECTION – A

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

1. Explain the role of statistics in managerial decision-making. Illustrate with examples.

2. A bowler's scores for six games were 182, 168, 184, 190, 170 and 174. Using these data as a sample, compute the following descriptive statistics.
   a) Standard Deviation
   b) Variance
   c) Coefficient of variation.

3. What is Sampling ? Explain the different methods of sampling.

4. Five students P, Q, R, S and T are given a problem to solve. The probabilities are $\frac{1}{3}, \frac{1}{5}, \frac{1}{6}, \frac{1}{8}$ and $\frac{1}{9}$ of solving the problem. What is the probability that the problem will be solved ?

5. The mean circumference of 1500 shafts manufactured in a company is 15 cm and the deviation from the mean is 3 cm. Assuming normal distribution find out how many shafts have a circumference
   a) greater than 13 cm
   b) lesser than 19 cm.

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6. From the following data, find the straight line trend and forecast the production figures for the next two years of a certain company. A graph is not necessary.

Year	2007	2008	2009	2010	2011	2012	2013	2014
Production ('000 kgs)	64	70	82	69	75	88	90	94

7. Using the chi square test, determine whether a new drug discovered for preventing poultry disease is successful or not, based on the data given below : You may use a 5% degree of significance.

	Got disease	Did not get disease
Administered the drug	175	810
Did not administer the drug	215	620

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SECTION – B

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

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

Commodity	2015		2016	
	Price	Quantity	Price	Quantity
A	3	9	5	8
B	6	12	7	9
C	4	14	5	10
D	2	18	3	15

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

	Store – A	Store – B	Store – C	Store – D	Store – E
Method I	78	85	82	88	79
Method II	81	92	77	83	81
Method III	79	83	71	78	80

Calculate the F-ratio, using ANOVA and 15% level of significance. Establish there is a significant difference between the sales in the different stores.

10. Explain the following concepts briefly with suitable diagrams :
    a) One tailed and two tailed tests
    b) Type I and Type II errors
    c) Skewness
    d) Kurtosis.

11. Find the coefficient of correlation and the probable error for the following data.

X	12	24	30	45	56	70	83
Y	29	31	44	56	72	88	90

Comment on the significance of the correlation.

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SECTION – C

12. Case study (**compulsory**) : **(1×15=15)**

Anil has 2 investment options, but he can take up only one option at a time.

Option one : He can start a restaurant for an investment of Rs. 8,00,000. The outcome will be success (probability of 90%) with a cash inflow of Rs. 10,00,000. If he fails he incurs a loss of Rs. 2,00,000. If he succeeds he can decide to open a fast food joint for Rs. 6,00,000. The outcome would be success (probability 70%) with a cash inflow of Rs. 8,00,000. Failure means he can still salvage Rs. 3,00,000.

Option two : He can start a readymade dress showroom for Rs. 8,00,000. The outcome will be success (probability 80%) with a cash inflow of Rs. 11,00,000. Failure means he can still salvage Rs. 5,00,000. Draw a decision tree and a pay off table. Advise Anil on the most profitable option to undertake.

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I Semester M.B.A. Degree Examination, February 2017
(CBCS)
MANAGEMENT
Paper – 1.5 : Marketing for Customer Value

Time : 3 Hours | Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks. **(5×5=25)**

1. Define and explain the concept of marketing management.
2. Explain the meaning of Michael Porter's value chain.
3. Explain the terms brand personification and brand visualisation.
4. What constitutes the marketing research process ?
5. What is meant by a marketing plan ? What are its contents ?
6. Explain with appropriate examples the concepts of core competency and competitive advantage.
7. What is packing ? Why is it necessary ?

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SECTION – B

Answer **any three** questions from the following. **Each** question carries **ten** marks. **(3×10=30)**

8. What is meant by market segmentation ? Explain the different ways in which the market may be segmented. Why is segmentation necessary ?
9. Explain with an illustration, the stages of the product life cycle and discuss the strategies employed by marketers at each stage of the product life cycle. You may use examples of your choice.

10. Illustrate and explain the SERVQUAL model. Why is it useful for marketers ?

11. Explain the following concepts :
    a) Role of marketing channels
    b) Market challenges strategies.

SECTION – C

This case study is **compulsory**. **(1×15=15)**

12. You are a manufacturer of smart boards for classrooms. You intend to sell them in Bangalore city. You are required to :
    a) Make a market plan.
    b) Identify your market segment.
    c) Decide on the communication strategy through suitable advertisements.
    d) Decide on the media for communication.
    e) Explain your sales targets and your sales promotion techniques.

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I Semester M.B.A. Degree Examination, February 2017
(CBCS)
MANAGEMENT
Paper – 1.6 : Business and Industry

Time : 3 Hours Max. Marks : 70

Instruction : *Answer* ***all*** *the Sections.*

SECTION – A

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

1. Describe the forms of business organisations and its structure.
2. Discuss the role and importance of HRM in changing manpower requirements.
3. Explain the structure and status of MNC's in India.
4. Explain the scope of NGO's in the competitive business era.
5. Elucidate the importance of Swadeshi Movement for growth of Indian business.
6. Bring out the consequences of crisis and strategies to manage crisis in business.
7. How putting out system is helpful for Indian Business ? Explain.

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SECTION – B

Answer **any three** of the following, **each** question carries **ten** marks. **(3×10=30)**

8. Discuss the important characteristics of Business and Industry.
9. Explain the impact of demonetisation on manufacturing industry.
10. Write a short note on the trends of the following sectors :
    a) Auto components
    b) Contract farming
    c) Hospitality.
11. Discuss the economic reforms from LPG and its impact on Indian Economy.

P.T.O.

SECTION – C

Case study (**compulsory**) : **(15×1=15)**

12. The Joffrey Ballet is a landmark Chicago non- profit performing arts organization that helped shape the landscape of American ballet. In 2016, the Joffrey was at a point of transformation after a period of financial crisis and artistic decline. It had successfully raised $4 million for the widely anticipated new production of the *Nutcracker*. With annual revenues at around $20 million, this production represented a significant investment and the organization needed to continue its artistic momentum while maintaining fiscal responsibility. The leadership team decided to launch an $80 to $120 all-funds campaign to ensure the artistic and financial health of the organization.

    Known for its diversity, the Joffrey Ballet had a history of balancing highly athletic performances of canonical works with boundary-blurring new ballets. Founded in New York City in 1954, it carved a niche as the distinctly American company in the ballet ecosystem known for its classical European influences. After its relocation to Chicago in 1995, the ballet relied upon its New York reputation in the face of financial and artistic woes.

    By 2016, however, the Joffrey Ballet was poised to reemerge as a major player in the national and international dance landscape. It had just celebrated its 60th anniversary and its 20th year in Chicago and the leadership team debated the essential areas for investment going forward. The endowment, currently at about $1.4 million as of June 30, 2016, needed to be grown. The profitable Academy needed more space and funds to grow, while Community Engagement programs offered the potential for impact in the community. Programming large-scale works from the most important choreographers was essential but costly.

    In order to attract donors and secure the Joffrey's future, the organization needed to craft a compelling fundraising case supported by a sound business plan.

    1) The strategic thinking in addressing the challenges that are unique to non-profit arts organizations. Students will be required to evaluate how the Joffrey Ballet, an established ballet company with a reputable past that has gone through two decades of commercial and artistic decline, can develop a competitive advantage while resolving the inherent tension between business and artistic demands and staying true to its social mission. The case touches on the strategic, managerial, organizational and financial challenges stemming from the need to address multiple audiences.
    2) You are requested to draft a business plan to help them.

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I Semester M.B.A. Degree Examination, February 2017
(CBCS)
Management
Paper – 1.7 : COMMUNICATION SKILLS

Time : 3 Hours | Max. Marks : 70

SECTION – A

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

1. How communication plays an important role in business ? Explain.
2. Differentiate between formal and informal communication.
3. What measures do you suggest to make communication effective ?
4. Describe the oral communication process.
5. What are the different types of listening ? Explain.
6. Outline the steps in organizing your writing.
7. Explain the role of team in effective business communication.

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SECTION – B

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

8. Explain the styles of letter writing. Which style you prefer ? How do you communicate negative and persuasive messages ?
9. Write a letter to Mr. Nayan working as accountant in your company. Confirming his services.

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10. Describe various sources of conflict. How various culture influences on the solving of conflicts aroused within an organisation ? Explain.

11. Explain in detail the role of modern technology in effective business communication with suitable example.

SECTION – C

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

Draft an invitation to the inaugural function of 'management meet' organised by your institution. Venue is auditorium. Choose a date, imagine names and designations of guests and other dignitaries.

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