PG – 765

I Semester M.B.A. Degree Examination, Jan./Feb. 2018
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper – 1.1 : Economics 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. Write the kinds of Economic decisions of firm.
2. What are isoquants ? Discuss its importance.
3. Explain the relationship between Marginal Revenue, Average Revenue and Total Revenue curves.
4. Explain the phenomenon of decreasing return to scale. Specify its reasons.
5. Briefly discuss the degrees of price discrimination with suitable examples.
6. What is investment function ? Explain autonomous and induced investments.
7. Briefly discuss various types of pricing strategies.

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SECTION – B

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

8. What is elasticity of demand ? What are its types ? In the following conditions, explain the nature and type of elasticity.
   - Price of apple falls by 10% and demand increases by 15%.
   - 8% increase in the demand of coffee and 10% increase in price of tea.
   - Price of car increases by 20% and demand of petrol decreases by 10%.
   - 10% increase in the consumption of fruits and 20% increase in income.

9. An investigation into the demand for coolers in five towns has resulted in the following data :

Population of the town in lakhs	Number of coolers demanded
5	99
7	130
8	110
11	150
14	190

Fit a linear regression of y on z and estimate the demand of coolers for a town with a population of 25 lakhs.

10. In the light of theories of a business firm. Discuss
    - Cyert and March Behavioural theory
    - Williamson's model
    - Baumol's hypothesis of sales revenue maximisation
    - Marris hypothesis.

11. Discuss the main characteristics of Monopolistic competition. Explain with the help of diagrams, short run and long run equilibrium under monopolistic competition.

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SECTION – C

12. **Compulsory** case study. **(15×1=15)**

Karmakar, a cricket player playing in International Tests, was employed with Lintas Shoes Corporation. Karmakar faced a personal problem when playing and practising in the humid climate in India and some of the countries abroad – the sports shoes which he wore became stickly shortly after he took to the field, and by lunch time they started smelling badly. He enquired of his fellow players whether this was common or his unique problem. He came to know that this was a common problem though, of course, varying in intensity and the timing of sweating. He also came to know that, like him, the other fellow players had also experimented with all kinds of shoes available in the market, but with hardly any success.

Karmakar brought this problem to the notice of his company and was persuasive enough to make the company interested in his problem. The company wanted to understand.

- Was there a real consumer need for a highly improved kind of shoe for the purpose ?
- Had the company necessary technological facilities and scientific ability to develop the product ?
- Was the size of the market for this product large enough to make the new product commercially viable ?

To confirm for itself, the company undertook market research in various forms like personal interviews, questionnaires, etc. The market research confirmed the opinion expressed by Karmakar.

The company ascertained that since it was already in shoe business it had necessary scientific and technological infrastructure to take up the project. The basic problems were, however, the justification of crores of rupees which would go in for research, development and mass production of shoes, will the likely demand be adequate enough to justify this investment and above all, the profitability of the venture. The company found, through the surveys, that besides the consumer need for the product and the technical capacity of the firm to undertake the production of such a product, there was a large enough potential market for the product it produced at a mass scale.

After the product development was accomplished, a pilot test was conducted by supplying small quantity of these unnamed shoes and given free to some players. However, the results were not encouraging because the shoes were too thin to protect the feet from damage during play. So, the product was back to the product development department. After a year's efforts, the company came out with a revolutionary design of shoes, which were thick enough to protect the feet but thin and light enough to prevent sweating of the feet in humid climates.

The accountants kept the record of costs at each stage of the product development. The accountants, with the help of the advertising group, developed a price based on estimates of how many of these new shoes could sell in terms of total potential market (50 lakh shoes every year) and how many players would take to the new shoes.

The company test marketed the product in the states of Maharashtra, Karnataka, Delhi and West Bengal. The product was named keep fresh and priced at Rs. 350 in the test market. The response was quite discouraging. The consumers liked the new shoes but not its price.

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The company again got stuck with a problem. Is the company charging more than what it should charge ? Are the consumers poor enough not to pay the price ? Such kinds of questions were raised in the company meetings. There was however, an opinion expressed during the discussions that the price of Rs. 350 was fixed on the basis of production for test marketing, but when shoes would be mass produced, the production costs would come down.

Questions :

a) What kind of pricing technique was used while pricing ?

b) Was there any indication of using penetration or skimming pricing in the pricing decision of Lintas ?

c) What should the company do next regarding the price ?

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DAYANANDA SAGAR
College of Arts, Science & Commerce

PG – 766

I Semester M.B.A. Degree Examination, January/February 2018
(CBCS) (2014-15 & Onwards)
MANAGEMENT
Paper – 1.2 : Organizational Behaviour

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What is organizational behaviour ? How does it contribute to organizational effectiveness ?
2. Why do people resist change ? How does a manager overcome resistance to change ?
3. Bring out the differences between classical conditioning and operant conditioning theories of learning.
4. Define attitude. Explain the components of attitude.
5. Are the terms values, attitudes, perception and behaviour interrelated ? If so, how ? Illustrate your views.
6. Explain briefly any two strategies for conflict management.
7. What is organisation culture ? Explain its impact on organisational performance.

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SECTION – B

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

8. What is a group ? Why do individuals join groups ? Discuss with an example the characteristics of an effective work group.
9. Explain the contingency theory of leadership and the Fiedler contingency model in detail.
10. Describe the three key elements of motivation. Explain Maslow's hierarchy of needs theory and list out the major limitations.
11. What are the factors in the Big Five Model of personality ? How is the model relevant in the organizational context ?

P.T.O.

PG – 766

SECTION – C

12. **Compulsory** case study. **(1×15=15)**

Bonuses Can Backfire

It might seem obvious that people will be motivated by bonuses, but many scholars question this premise. Alfie Kohn has long suggested that workers are "punished by rewards" and urges that organizations avoid tying rewards to performance because of the negative consequences that can result. As an alternative to rewards, some experts recommend that managers foster a positive, upbeat work environment in hopes that enthusiasm will translate into motivation.

Although rewards can be motivating, they can reduce employees' intrinsic interest in the tasks they are doing. Along these lines, Mark Lepper of Stanford University found that children rewarded for drawing with felt-tip pens no longer wished to use the pens at all when rewards were removed, whereas children who were not rewarded for using the pens were eager to use them. Similar experiments in which children completed puzzles have also shown that increasing rewards can decrease interest in the rewarded task. Some have questioned the extent to which these results generalize to working adults, but concern about rewards diminishing intrinsic motivation persists.

Rewards can also lead to misbehaviour by workers. Psychologist Edward Deci notes, "Once you start making people's rewards dependent on outcomes rather than behaviours, the evidence is people will take the shortest route to those outcomes." Consider factory workers paid purely based on the number of units they produce. Because only quantity is rewarded, workers may neglect quality. Executives rewarded strictly on the basis of quarterly stock price will tend to ignore the long-term profitability and survival of the firm; they might even engage in illegal or unethical behvaviour to increase their compensation. A review of research on pay-for-performance in medicine found that doctors who were rewarded for treatment outcomes were reluctant to take on the most serious cases, where success was less likely.

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Although there might be some problems with providing incentives, the great majority of research cited in this area shows that individuals given rewards for behvaiour will be more likely to engage in the rewarded behaviours. It is also unlikely that individuals engaged in very boring, repetitive tasks will lose their intrinsic motivation if the task is rewarded, because they never had any intrinsic motivation to begin with. The real issue for managers is finding an appropriate way to reward behaviours so desired behaviour is increased while less-desired behaviour is reduced.

Read the case carefully and answer the following questions :

1) Do you think that, as a manager, you would use bonuses regularly ? Why or why not ?
2) Do you think providing group bonuses instead of individual bonuses would be more effective or less effective ? Why or why not ?
3) How would you design a bonus/reward program to avoid the problems mentioned in this case ?

DAYANANDA SAGAR
College of Arts, Science & Commerce

PG – 767

I Semester M.B.A. Degree Examination, Jan./Feb. 2018
(CBCS) (2014-15 and Onwards)
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 window dressing ? Give examples.

2. List and explain in brief the various techniques for cost control and cost reduction.

3. List the various users of financial statements and state their informational needs.

4. The following details are provided for machinery owned by Shiva Industries Ltd.

Cost of machine	Rs. 78,00,000
Expected useful life	10 years
Consideration expected on disposal	Rs. 4,20,000
Estimated cost of removal of the machine for disposal	Rs. 30,000
Estimated realizable value	Rs. 3,90,000

a) Determine the rate of depreciation as per Straight Line Method.

b) Determine the annual depreciation and accumulated depreciation for all the years under Straight Line Method.

c) Show the disclosure of machine in the balance sheet for all the years.

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P.T.O.

5. The budgeted expenses at 10,000 units of production are :

	Per unit (Rs.)
Direct materials	60
Direct labour	30
Variable overheads	20
Fixed overheads (Rs. 1,60,000)	16
Variable expenses (Direct)	5
Selling expenses (20% fixed)	15
Administration expenses (Rs. 1,00,000 fixed)	10
Total	**156**

Prepare flexible budget for 7,000 units.

6. You are given the following data :

Sales price	Rs. 350 per unit
Variable cost	Rs. 200 per unit
Fixed expenses	Rs. 16,50,000

Ascertain

a) break-even point;

b) selling price per unit if break-even point is brought up to 15,000 units; and

c) selling price per unit if break-even point is brought down to 10,000 units.

7. Transactions of Omni Cab Company for the year ended on 31st December 2017 include the following :

	Rs.
Borrowed from a bank and purchased land	4,00,000
Sold investment securities	7,00,000
Paid dividends	3,00,000

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Issued 500 equity shares	3,50,000
Purchased machinery and equipment	1,75,000
Bank loan paid	6,50,000
Paid accounts receivable outstanding	1,00,000
Accounts payable increased	1,90,000

Calculate the Company's net cash flow used in investing and financing activities.

SECTION – B

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

8. Explain in detail the various concepts and conventions which influence the preparation of financial statements.

9. X Ltd., has manufactured and sold 3 products during 2017 as follows :

Product X – 20000 units

Product Y – 14000 units

Product Z – 10000 units

Cost analysis has disclosed as follows :

	Per Unit		
	Product X (Rs.)	**Product Y (Rs.)**	**Product Z (Rs.)**
Marginal cost	10	18	16
Listed price	20	30	40
Time taken (hours)	2.5	3	2.5
Fixed cost - Rs. 2,00,000			
Discount – 10%			

Due to shortage of labour, the available hours for the next year are expected to be only 90000 hours.

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Suggest a suitable product mix for the next year.

a) when there is enough demand for all the three products; and

b) when the potential demand is

i) Product X – 18000 units

ii) Product Y – 10000 units

iii) Product Z – 12000 units.

10. From the following information prepare Cash Flow Statement by Indirect Method (AS-III).

Comparative Balance Sheet

Excellent Ltd.

Liabilities and Capital	As at 31-3-2015 Rs.	As at 31-3-2016 Rs.	Assets	As at 31-3-2015 Rs.	As at 31-3-2016 Rs.
Share capital	50,00,000	40,00,000	Fixed assets	31,00,000	30,00,000
Reserves	15,00,000	5,00,000	Investments	1,50,000	–
Secured loans	35,00,000	40,00,000	Cash balance	2,50,000	1,25,000
Sundry creditors	30,00,000	35,00,000	Inventory	75,00,000	78,75,000
Bills payable	20,00,000	25,00,000	Sundry debtors	30,00,000	28,00,000
			Bills receivable	10,00,000	7,00,000
	1,50,00,000	**1,45,00,000**		**1,50,00,000**	**1,45,00,000**

Additional information :

i) The net profit for the year after adjustment in respect of provisions for dividends and taxation is 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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11. A company has furnished the following Ratios and information for the year ended 31st March 2016.

Sales	Rs. 60,00,000
Current ratio	2
Share capital to reserves	7:3
Return on net worth	25%
Net profit to sales	6.25%
Inventory turnover (based on COGS)	12
Cost of goods sold	Rs. 18,00,000
Interest on debentures	Rs. 60,000
Sundry debtors	Rs. 2,00,000
Sundry creditors	Rs. 2,00,000

You are required to draw the Balance Sheet as at 31st March 2016 in the following format by supplying the missing figures.

Balance Sheet as at 31st March 2016

Liabilities	Rs.	Assets	Rs.
Share capital	–	Fixed assets	–
Reserve and surplus	–	Current assets	–
15% debentures	–	Stock	–
Sundry creditors	–	Debtors	–
		Cash	–

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SECTION – C

This is a **compulsory** question carrying **fifteen** marks : **(1×15=15)**

12. Following is the Trial Balance of XYZ Ltd. as on 31st March 2016.

Particulars	Debit (Rs.)	Credit (Rs.)
Equity share capital		30,00,000
12% preference share capital		20,00,000
Reserve fund		15,00,000
Buildings	50,00,000	
10% debentures		20,00,000
Plant and machinery	20,00,000	
Purchase and sales	25,00,000	60,00,000
Salary	6,00,000	
Debtors and creditors	23,00,000	17,50,000
Bills	8,00,000	9,00,000
Directors fees	2,00,000	
Bad debts	50,000	
Returns	1,50,000	2,00,000
Wages	1,50,000	
Opening stock	4,50,000	
Profit and Loss Account on 01-04-2015		6,00,000
Loose tools	6,00,000	
Goodwill	8,00,000	
Discount on issue of shares	2,00,000	
Cash and bank balances	3,30,000	
12% investments (01-04-2015)	20,00,000	
Interest on investments		1,80,000
Total	**1,81,30,000**	**1,81,30,000**

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Adjustments :

1. Closing stock valued at Rs. 14,00,000.
2. Outstanding wages Rs. 25,000.
3. Debenture interest is outstanding for the whole year.
4. Write off Rs. 50,000 further bad debts.
5. Buildings and plant and machinery to be depreciated by 5% and 10% respectively.
6. Transfer Rs. 2,50,000 to reserve.
7. The directors propose 15% dividend to equity shareholders.

You are required to prepare Profit and Loss Account and Balance Sheet as on 31st March 2016 in the vertical form as per Part I of Schedule VI of the Companies Act, 1956.

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I Semester M.B.A. Degree Examination, January/February 2018
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper – 1.4 : Statistics for Management

Time : 3 Hours Max. Marks : 70

Instruction : *Calculators and statistical tables are* ***allowed.***

SECTION – A

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

1. Briefly explain with illustrations how tables and graphs may be used to present data.

2. Explain the concepts of skewness and kurtosis with suitable illustrations.

3. Calculate the straight line trend through the method of least squares for the data given below :

Year	2013	2014	2015	2016	2017
Production in M.T	186	194	210	225	235

Also find the possible production figures of 2018 and 2019.

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

Details	Took Medicine	Did not take Medicine	Total
Fell ill	150	230	380
Did not fall ill	375	420	795
Total	525	650	1175

You may use a 5 percent level of significance.

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5. Use the coefficient of variation to determine which of the 2 students are consistent in performance

Details	Maths	Science	History	Geography
Student A	55	65	80	70
Student B	93	87	30	40

6. What is meant by sampling ? Explain the different methods of sampling.

7. A company manufactures metal boxes. The monthly production is 4500 boxes. If the average diameter of the boxes is 6 cm and the standard deviation is 3 cm, find

   a) How many boxes have a diameter between 9 cm and 12 cm.

   b) How many boxes have a diameter between 5 cm and 2 cm.

   Illustrate every answer with a suitable diagram.

SECTION – B

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

8. A businessman has 2 options for investment

   Option A : He can open a restaurant for Rs. 10,00,000. He can expect success with a cash inflow of Rs. 14,00,000 at a probability of 75 per cent. If he fails, he can still salvage Rs. 6,00,000.

   When he succeeds he can open a fast food kiosk for Rs. 7,00,000. The chances of success are 80 per cent with a cash inflow of Rs. 6,00,000. If he fails, he loses Rs. 1,00,000.

   Option B : He can open a Gym for Rs. 12,00,000. The chances of success are 60 per cent with a cash inflow of Rs. 8,00,000. If he fails, he can still salvage Rs. 6,00,000.

   You are expected to

   a) Draw a decision tree.

   b) Construct a pay off table and state. Your decision as to which option is profitable for the businessman.

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9. Find Fischer's ideal index for the following data and prove that it satisfies the factor reversal and time reversal tests.

Components	P_0	P_1	Q_0	Q_1
Rice	40	50	10	12
Wheat	45	55	9	10
Oil	70	75	10	11
Fuel	80	90	12	15
Clothing	30	40	15	20

10. Explain in detail the process of setting up and testing a hypothesis. You are expected to explain with suitable illustrations all the involved concepts.

11. A common exam was taken by 3 students in four different cities.

Using the ANOVA test, decide whether there is a significant difference in the academic performance of the students in different cities

Cities/Students	Marks of Student A	Marks of Student B	Marks of Student C
City One	60	70	45
City Two	70	65	55
City Three	75	55	85
City Four	85	90	75

You may use a 5 per cent level of significance.

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SECTION – C

Compulsory case study. **(1×15=15)**

12. For the data given herein, you are required to :

a) Find the coefficient of correlation

b) Find the probable error and comment on the significance of correlation.

c) Find the regression equations.

d) Find Y when X = 50 and find X when Y = 45.

X	25	40	55	60	80
Y	42	58	67	73	90

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First Semester M.B.A. Degree Examination, January/February 2018
(CBCS) (2014 – 15 & Onwards)
MANAGEMENT
Paper – 1.5 : Marketing for Customer Value

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What are the five levels of a product ?
2. Discuss the different demographic variables that are used to segment the market.
3. What are the different strategies used by a niche marketer to enhance market share ?
4. Illustrate and explain various stages of the product life cycle with suitable examples.
5. What is meant by positioning ? Explain with examples of Indian products how positioning has been done.
6. What are marketing channels ? What are the reasons for channel conflict ?
7. Explain the BCG matrix with suitable examples of your choice.

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SECTION – B

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

8. Briefly explain the macro environment forces affecting the marketer's decision.
9. Explain the importance of packaging and labelling of products cite appropriate examples.
10. Elucidate how you will manage mass communication through advertising, sales promotion and public relation.
11. Bring out the growth of online marketing in India with suitable examples.

P.T.O.

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SECTION – C

12. **Compulsory** case study. **(1×15=15)**

Bengaluru is a globally known city and hence has high tourism potential. The estimation is that Kempegowda International Airport in Bengaluru receives about 22 million passengers a year. The tourism minister says "Even if 10% of these passengers to stop over and spend some time in Bengaluru, it will create huge revenue for the government and hospitality industry". As part of promoting tourism potential of Bengaluru, the department is planning to promote Brand Bengaluru. All the events organised or sponsored by the tourism department will be brought under the Brand Bengaluru. This includes Kadalekai Parishe, Chitra Santha, Bengaluru Golf Tournament and Namma Bengaluru Habba. The logo of the brand is being crowd sourced and an app for the tourist will be prepared. The app will have all the information needed for an outstation tourist to smoothly travel in the city and be able to see around the tourist places. All agencies related to the development of Bengaluru including BBMP, BDA and the hospitality industry will be asked to adopt the Brand Bengaluru.

Based on the case study, answer the following questions.

a) What could be some new marketing strategies that may be adopted by the tourism department to promote Brand Bengaluru ?

b) What are the information that should be included in the Brand Bengaluru app for tourist ?

c) Prepare a plan for the contents of the App, such that any person globally can access and avail information regarding the facilities available at the Airport.

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I Semester M.B.A. Degree Examination, January/February 2018
(CBCS) (2014 – 2015 and Onwards)
MANAGEMENT
Paper – 1.6 : Business and Industry

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Explain the interaction and linkages with government and business in India.
2. Discuss the entrepreneurship culture in India.
3. Explain the growth of Indian Business during Swadeshi Movement.
4. Write a note on :
   a) Growth of financial services in India
   b) Trends in horticulture sector.
5. Explain the consequences of crisis management with examples.
6. Discuss the role of different NGO's in the growth of Indian Economy.
7. Explain the characteristics of putting-out system.

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SECTION – B

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

8. Explain the recent trends and the future scenario of Indian services sector.
9. Discuss the impact of demonetisation on Indian Business and Industry.
10. Explain the Industrial Policy, 2014 and its importance to Indian Business.
11. Explain the trends and challenges of Human Resource Department during crisis and how to over come the crisis ? Explain.

SECTION – C

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

Case 1.2 : From Candle seller to CEO

Naresh Gulati, 39 years old, used to sell decorative candles to the newly wed couples along the roadside in Chandigarh. He was never interested in studies and always wanted to do something of his own. Today, he is the owner of the ₹440-crore Oceanic Consultants Australia Group (OCA Group).

He tried many businesses, starting from selling candles to wholesale cloth trading to cosmetics wholesale and teaching at Aptech Computers to running a computer centre, and has finally settled down on overseas education consultancy business. Although Gulati flunked in Class 10 and performed miserably in college, he is now a guest lecturer on entrepreneurship in leading Australian universities and inspires budding entrepreneurs. He did his diploma in electronic data processing and went to RMIT, Melbourne, in 1995 for a postgraduate course in information systems. However, destiny had something else in store for him.

'When I reached there, I realized that I had been duped. I was promised a job in Melbourne by my immigration consultant, and that would have helped me clear the loan that I took for going overseas', recalls Gulati. For the next six months, he came in touch with several students who had met the same fate. And this made him think about a fantastic business opportunity – immigration consultancy business.

Gulati came back to Chandigarh in 1996 and started Oceanic Consultants. Chandigarh had over 110 such agencies at that time, and he was discouraged by many not to enter into this business. 'There was a time when I had to choose between two options – paying the rent or using that money for advertising. I chose the latter and the risk paid off'.

In three years, Oceanic Consultants had opened branches in Ludhiana, Patiala, Jallandhar and Amritsar. However, the franchise model was not sustainable as quality was getting affected and people were not interested in investing money. Moreover, established players such as Study Overseas and IBP Education created a dent in whatever little marketing that Oceanic did.

Oceanic Consultants then zeroed in on company-owned office model. And this decision yielded results. Oceanic now has 20 offices across India and plans to take the count to 60 by 2013.

The company opened its first office abroad in Australia a decade back and an office in the United Kingdom in 2010. The company has plans to have their presence in the United States and Canada by the end of 2011.

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The promoter visualized another opportunity in printing and distribution particularly for the university segments. It developed a new technology for the same in the year 2005 that enabled institutions to put up online orders of prospectus printing, postage and tracking from India to anywhere in the world. This outsourcing facility resulted in substantial savings in the range of 25 to 65 percent of their profits which just involved an investment in starting a BPO intelligence to the tune of just A$ 1,000. Within a period of years, BPO Intelligence became one of the leading companies in Australia with 29 of the 39 universities using its services.

The next year the company came out with another idea on software solutions for the education industry that led to the formation of Object Next Software with an investment of A$5 million. The corporate restructuring of the company in 2007 resulted in OCA Group becoming the parent company of Oceanic Consultants, BPO Intelligence and Object next, located in Australia. These three companies have been winning Australian Business Awards every year since 2008.

In 2011, Oceanic Consultants won the Australian Business Award for best enterprise in personal services industry. Object Next had won the award for best new product, and BPO Intelligence had won the award in two categories – product value and product excellence.

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The Fairfax Media Group's Business Review Weekly ranked BPO Intelligence as the 12th fastest growing company in Australia this year, up from 93rd in 2008. Today, it contributes to more than 30 to 40 per cent of the group's total revenue of A$20 million. To make the Oceanic Consultants meaner and leaner, Gulati brought in Pricewaterhouse Coopers last year to do a performance management of the entire system, and at the same time added a virtual private network connecting all its offices across different countries.

'The demand for quality education and a global qualification is high in India. We plan to capitalize on this demand and become a global player, enabling admissions from any place to any place in the world. We're investing heavily into technology, which would allow us to hold global webinars providing virtual access to everyone', adds Naresh Gulati.

Questions :

1) What has been the secret of success of Naresh Gulati ?
2) What are the key traits visible in Naresh's personality that led to his success ?
3) Naresh had changed a number of businesses before settling down with a business. Is it advisable to keep changing businesses ?

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First Semester M.B.A. Degree Examination, January/February 2018
(CBCS) (2014-15 and Onwards)
MANAGEMENT
Paper – 1.7 : Communication Skills

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What do you mean by 7C's of communication ? Explain.
2. What is the impact of grapevine communication on the organization ?
3. Give the format and essentials of a good report.
4. What are the elements of a business letter ?
5. What is active listening ? How does it differ from empathic listening ?
6. Discuss the various stages of the development of a team.
7. How do pictures and diagrams make written communication effective ?

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SECTION – B

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

8. Explain in detail the various barriers to communication.
9. Explain briefly the various forms of non-verbal communication.
10. Company XYZ has advertised for the position of 'Sales Manager'. Draft an application and your resume. Assume your name is Mr. Anand.
11. Define negotiation. Elucidate how negotiation strategies are framed during the process of negotiation ?

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SECTION – C

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

You are shopping for the winter ware with your friend in a retail outlet in Bangalore. After some searching, you have selected one red jacket. It was a tough selection between a red and a green jackets, both of which you liked very much. However, you were not sure whether you could afford both. You asked the salesperson about the price. He replied that the price is Rs. 750. Since you cannot afford to buy jackets for Rs. 1500. You have decided to take one. At the same time, your friend Geetha came to you and said that the same jackets have discounts of 30%. You were excited to hear this as this means one jacket will be priced at Rs. 525 and two jackets will cost Rs. 1,050. Thus you bought two jackets.

However, when the bill was given, you were surprised to see Rs. 1,500 as the bill for two jackets. This made you to ask the details from the billing staff at the counter. After some argument, it was explained that the actual price of the jacket was Rs. 1,071 and the price of Rs. 750 which was told to you was the selling price after discount. Since it was billed, the counter refused to cancel the bill as per the cancellation policy of the store. You had to pay Rs. 1,500 though you were not willing to. You have realised that the entire problem was caused due to communication problem.

Answer the questions :

a) Who is at fault for this communication problem and why ?

b) Based on this experience, what instruction should the store give to sales persons regarding handling the customers as part of standard operation procedure ?

c) What were the possible sources of information regarding the price of the jacket available to you and which ones have you missed ?

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