DAYANANDA SAGAR
College of Arts, Science & Commerce

No. of Printed Pages : **2**

102367

PJ-699

I Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme) (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 : **5x5=25**

1. Discuss the circular flow of economic activities.

2. Explain the phases of Business cycle.

3. What is Mark-up Pricing ?

4. What are concept of incremental and marginal analysis ?

5. Explain the impact of inflation on Indian economy.

6. What are methods for calculation of National Income ?

7. What are ridge lines ? Why ridge are used in production function ?

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SECTION - B

Answer **any three** of the following questions. **3x10=30**

8. Explain the difference between MONOPOLY and MONOPOLISTIC Market structure with respect to features and market equilibrium conditions in short run and long run.

9. Discuss and illustrate different types of price elasticity.

10. What are indifference curves ? Explain consumer's equilibrium with the help of indifference curves.

P.T.O.

11. With the help of the following data project the trend sales for the next five years :

Year	2014	2015	2016	2017	2018	2019
Sales	100	120	140	150	170	190

SECTION - C

(Compulsory - Case study) **1x15=15**

12. The consumption of Rolex brands watches is viewed as a signal of status and wealth and whose price, expensive by normal standards, enhances the value of such a signal (perceived conspicuous value). If virtually everyone owns Rolex it is by definition not prestigious (perceived unique value). The role-playing aspects and the social value of brands can be instrumental in the decision to buy (perceived social value). For a brand which satisfies an emotional desire such as Rolex brand, a product's subjective intangible benefits such as aesthetic appeal is clearly determining the brand selection (perceived hedonic value). Rolex is derived partly from the technical superiority and the extreme care that takes place during the production process. For instance, a Rolex Sea-dweller works 1,220 meters underwater and is hand-crafted (perceived quality value). Translated into marketing terms, consumers develop prestige meanings for brands based upon interactions with people (e.g., aspired and/or peer reference group), object properties (e.g., best quality) and hedonic needs. The demand curve of Rolex is less elastic because of status attached to them due to high price. Consumer of Rolex brand measures the satisfaction derived not by the utility value, but by social status.

Questions :

(a) Do you think Rolex brand is an example of conspicuous consumption or Veblen Goods ? Why ?

(b) Demand curve for Rolex brand should be downward sloping or upward ?

(c) Is this an exception to law of demand ? Why ?

(d) Explain particular exception by comparing them to similar other products.

(e) Why do you think demand curve of Rolex is less elastic ?

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I Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme) (2014-15 and Onwards)

MANAGEMENT

Paper - 1.2 : Organizational Behaviour

Time : 3 Hours Max. Marks : 70

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

SECTION - A

Answer **any five** of the following questions. Each question carries **five** marks. **5x5=25**

1. Enumerate the reasons and benefits of studying OB.

2. What is meant by perception ? How can the perceptual process be managed ?

3. Discuss Herzberg's motivation hygiene theory.

4. What are the various techniques of group decision making ?

5. Explain Blake and Mouton Managerial grid of leadership theory.

6. Discuss the types of culture in an organisation.

7. How to overcome the resistance to change in an organisation ?

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SECTION - B

Answer **any three** of the following questions. Each question carries **ten** marks. **3x10=30**

8. What are the factors influencing change ? Explain Kurt Lewin's model of change.

9. Explain the types of teams and Intra-team dynamics.

10. Elucidate on the sources of power and political tactics to gain power.

11. Explain Johari-window with its advantages and disadvantages.

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SECTION - C

(Compulsory - Case study) **1x15=15**

12. Read the case and answer the questions mentioned below :

November 30, 1997 goes down in the history of a Bangalore-based electric company as the day nobody wanted it to recur but everyone recollecting it with a sense of pride.

It was a festive day for all the 700-plus employees. Festoons were strung all over, banners were put up, banana trunks and leaves adored the factory gate, instead of the usual red flags; and loud speakers were blaring Kannada film songs. It was the day the employees chose to celebrate Kannada Rajyothsava, annual feature of all Karnataka based organisations. The function was to start at 4 p.m. and everybody was eagerly waiting for the big event to take place.

But the event, budgeted at ₹ 1,00,000, did not take place. At around 2 p.m., there was a ghastly accident in the machine shop. Murthy was caught in the vertical turret lathe and was wounded fatally. His end came in the ambulance on the way to hospital.

The management sought union help, and the union leaders did respond with a positive attitude. They did not want to fish in troubled waters.

Series of meetings were held between the union leaders and the management. The discussions centred around two major issues - (i) restoring normalcy, and (ii) determining the amount of compensation to be paid to the dependants of Murthy.

Luckily for the management, the accident took place on Saturday. The next day was a weekly holiday and this helped the tension to diffuse to a large extent. The funeral of the deceased took place on Sunday without any hitch. The management hoped that things would be normal on Monday morning.

But the hope was belied. The workers refused to resume work. Again the management approached the union for help. Union leaders advised the workers to resume work in all departments except in the machine shop, and the suggestion was accepted by all.

Two weeks went by, nobody entered the machine shop, though work in other places resumed. Union leaders came with a new idea to the management - to perform a pooja to ward-off any evil that had befallen on the lathe. The management accepted the idea and homa was performed in the machine shop for about five hours commencing early in the morning. This helped to some extent. The workers started operations on all other machines in the machine shop except on the fateful lathe. It took two full months and a lot of persuasion from the union leaders for the workers to switch on the lathe.

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The crisis was blown over, thanks to the responsible role played by the union leaders and their fellow workers. Neither the management nor the workers wish that such an incident should recur.

As the wages of the deceased grossed ₹ 6,500 per month, Murthy was not covered under the ESI Act. Management had to pay compensation. Age and experience of the victim were taken into account to arrive at ₹ 1,87,000 which was the amount payable to the wife of the deceased. To this was added ₹ 2,50,000 at the intervention of the union leaders. In addition, the widow was paid a gratuity and the monthly pension of ₹ 4,300. And nobody's wages were cut for the days not worked.

Murthy's death witnessed an unusual behaviour on the part of the workers and their leaders and magnanimous gesture from the management. It is a pride moment in the life of the factory.

Questions :

(1) What made the employee union respond positively towards solving the crisis ?

(2) Apply the following concepts to the case and write a note on each :

(a) Attitudes (b) Values

(c) Job satisfaction (d) Organisational commitment

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102309

I Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme) (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 **5** marks.

1. What is GAAP ? Explain the need for GAAP. **5x5=25**

2. What are the objectives of financial statements ? State their limitations.

3. Discuss in brief the various methods of classification of costs.

4. From the records of Indian Oil Corporation, the following summarised information is available for the month of March, 2019.

Opening Stock	-	100000 Ltrs @ 60 per Ltr
Purchases	-	7th March 200000 Ltrs @ 57 per Ltr
		21st March 100000 Ltrs @ 62 per Ltr
Closing Stock	-	1,30,000 Ltrs
Sales	-	9,45,00,000
Administration Expenses	-	25,00,000
Distribution Expenses	-	10,00,000

Calculate :

(a) Value of Inventory on 31.3.2019

(b) Cost of goods sold for the month using FIFO method.

(c) Profit or loss for the month.

5. On 1.4.2016 Moon Ltd purchased a plant for 20,00,000. On 1.10.2016, an additional plant was purchased costing ₹ 10,00,000. On 1.10.2017, plant purchased on 1.4.2016 was sold for ₹ 8,00,000. On 1.10.2018 a new plant was purchased for ₹ 24,00,000 and the plant purchased on 1.10.2016 was sold for ₹ 8,40,000 on the same date. Depreciation is to be provided at 10% per annum on W.D.V. on 31st March every year.

Prepare the plant account for the three years ended 31.3.2019.

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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 and fixed cost as well as Total Cost.

Budget Output	100000 units (Per Unit Cost)
Direct material	90
Direct Labour	45
Manufacturing variable overhead	40
Fixed production overhead	10
Selling overhead	20 (40% fixed)
Distribution overhead	10 (20% fixed)

7.

	Sales (₹)	Profit (₹)
Period - 1	1,00,000	20,000
Period - 2	1,50,000	40,000

You are required to calculate :

(i) P.V. Ratio (ii) Fixed Cost (iii) Break Even Sales Volume
(iv) Sales to earn a profit of ₹ 30,000

SECTION - B

Answer **any three** of the following questions. Each question carries **10** marks. **3x10=30**

8. Write a short notes on :
   (a) Human Resource Accounting
   (b) Life Cycle Costing

9. The following figures pertaining to ABC Ltd for the year 2018-19. Prepare Balance sheet showing the details of working.

Share Capital	-	199500
Working Capital	-	45000
Gross margin	-	20%
Inventory turnover	-	6
Average collection period	-	2 months
Current Ratio	-	1.5
Quick ratio	-	0.9
Reserves and Surplus to cash	-	3

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10. The Balance sheets of 'X' Ltd as on 1.1.2018 and 31.12.2018 are given below.

Liabilities	1.1.2018 (₹)	31.12.2018 (₹)	Assets	1.1.18	31.12.18
Share capital	1,25,000	1,53,000	Cash	10,000	47,000
Long term Bank loan	40,000	50,000	Debtors	30,000	50,000
Loan from financialinstitutions	25,000	-	Stock	35,000	25,000
			Machinery	80,000	55,000
Creditors	40,000	44,000	Land	40,000	50,000
Profit & Loss a/c	1,00,000	1,20,000	Buildings	35,000	60,000
			Goodwill	1,00,000	80,000
	3,30,000	3,67,000		3,30,000	3,67,000

Other Information :

(i) Dividend paid ₹ 15,000 during the year.

(ii) ₹ 20,000 worth of machinery sold at Book value.

With the help of the above information prepare cash flow statement.

11. Using the following data prepare Stores Ledger Account and also calculate value of closing stock by using LIFO method for the year 2018.

March 1 : Stock in hand 400 units @ 7.50 p.u.

Purchases :

March 5 : 600 units @ ₹ 8.00 each.

March 15 : 500 units @ ₹ 9.00 each.

March 25 : 400 units @ ₹ 8.50 each.

March 30 : 300 units @ ₹ 9.50 each.

Issues :

March 3 : 300 units

March 10 : 500 units

March 17 : 400 units

March 26 : 500 units

March 31 : 200 units

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SECTION - C

12. Case study - **compulsory**. 15

Prepare Balance sheet in vertical form as at 31.3.2018 from the following information of ABC Ltd as required under schedule III of the Companies Act, 2013.

Term loans	10,00,000	Sundry debtors	12,25,000
Sundry creditors	11,45,000	Miscelleneous Expenses	58,000
Cash and Bank balances	2,75,000	Loans from debtors	2,00,000
Staff Advances	55,000	Provision for doubtful debts	20,200
Provision for taxation	1,70,000	Stores	4,00,000
Share premium	4,75,000	Fixed assets (WDV)	51,50,000
Loose tools	50,000	Finished goods	7,50,000
Investments	2,25,000	General reserve	20,50,000
Loss for the year	3,00,000	Capital work in progress	2,00,000
Unsecured loan	27,00,000		

Additional Information :

(i) Share capital consists of :
   (a) 3000 equity shares of ₹ 100 each fully paid up.
   (b) 10,000 - 10% redeemable preference shares of ₹ 100 each fully paid up.

(ii) Term loans are secured.

(iii) Depreciation on assets ₹5,00,000.

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102242

I Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme) (2014-15 and Onwards)

MANAGEMENT

Paper-1.4 : Statistics for Management

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** questions. Each question carries **five** marks. **5x5=25**

1. Distinguish between a survey and a census. How is a survey executed ?

2. A manufacturer of batteries claims that his batteries have a mean life of 28 months. A random sample of 5 batteries gave the following values :

   Life of batteries in months : 20, 25, 22, 28, 30. Using the t test find out if the manufacturer's claim is right at 5% level of significance.

3. The prices of a product in 2 cities for 10 years is given below. Which city has more stable prices ? Use the coefficient of variation.

Year	1	2	3	4	5	6	7	8	9	10
City X	66	64	72	78	80	85	75	60	70	90
City Y	23	37	58	72	94	96	35	45	20	30

4. If the height of 300 students is normally distributed with mean 68 inches and standard deviation of 2 inches, how many students have height :

   (a) greater than 72 inches

   (b) equal to 66 inches

   (c) less than or equal to 60 inches

   (d) between 65 and 71 inches, inclusive let your answers be illustrated.

5. A box contains 50 coins, numbered from 1 to 50. One coin is drawn at random. Find the probability that the number of the coin drawn will be a multiple of (a) 4 or 7 and (b) 3 or 8.

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6. Fix a straight line trend by the method of least squares to the data given and forecast the sales of the product for the next two years.

Year	2014	2015	2016	2017	2018	2019
Sales in ₹ 00,000	36	48	54	60	72	84

7. Illustrate and explain asymmetrical distribution, skewness and kurtosis.

SECTION - B

Answer **any three** of the following questions. Each question carries **ten** marks. **3x10=30**

8. Statistics helps managers make business decisions. Explain this statement by using different statistical techniques and how each technique supports managerial decisions.

9. The following data relate the prices and supply of a product during a period of 7 years. Calculate the correlation coefficient, the probable error, state the significance of correlation and also the regression equations.

Price ₹/kg	7	14	7	14	21	28	35
Supply (100 kg)	21	35	42	49	70	77	84

10. From the following data, find the Fischer's ideal index of price and prove that it satisfies the time reversal and factor reversal test.

Commodities	2017		2018	
	Price	Quantity	Price	Quantity
A	18	45	32	45
B	22	65	27	55
C	10	125	17	125
D	6	105	7	105
E	14	55	12	65

11. Explain the following concepts with suitable illustrations :
    (a) Type I and Type II errors
    (b) One tailed and two tailed test
    (c) Types of Hypothesis
    (d) Non parametrical tests

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SECTION - C

12. Compulsory - Case study **1x15=15**

Housewives, salaried working women and women entrepreneurs gave their opinion on a certain policy about women as favourable, against and indifferent. You are required to :

(a) Assume a 5% level of significance

(b) Use the Chi-square test

(c) Use F-Test (ANOVA) and determine whether there was a significant difference in the opinion of different women.

Details	Housewives	Salaried working women	Women entrepreneur
Favourable	80	70	50
Against	30	60	50
Indifferent	10	20	30

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No. of Printed Pages : 2

PJ-703

I Semester M.B.A. Examination, February/March - 2020
(CBCS Scheme) (2014-15 & Onwards)

MANAGEMENT

Paper-1.5 : Marketing for Customer Value

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** questions, each question carries **5** marks. **5x5=25**

1. What are pure-click companies ? Illustrate with an example.

2. Discuss Michael Porter's 5 forces model for competitive environment.

3. What is a Brand ? Discuss various elements of a brand.

4. Describe the steps in the consumer buying decision process.

5. Define services. State its characteristics.

6. Bring out the Reasons of channel conflict and how to resolve them ?

7. What are the various social media platforms used for marketing ?

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SECTION - B

Answer **any three** questions, each question carries **10** marks. **3x10=30**

8. What is market segmentation ? Discuss the bases of market segmentation.

9. Discuss in detail the various pricing strategies.

10. Explain the process of new product development with an example.

11. Explain various tools of personal communication.

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SECTION - C

12. Compulsory - Case study 1x15=15

Mohan and Amit graduated from the same college and have been working in two MNC's at the senior level for the last ten years in two different countries. Both keep discussing online about their plan to return to India and setup an industry. They have been discussing about their field to start the industry. Mohan works in an vegetable edible oil company. He has been thinking of producing an oil which causes very less amount of cholesterol. They discussed and realised that a large number of people in India have lifestyle diseases like high cholesterol and obesity.

They have decided to produce the oil with low cholesterol value and market it. They decided that the product will be organic and clean off all adulteration. They were told that such products are available in the market. Though the price of the product will be a bit high, it can be successfully sold by targeting the Niche market or high value customers.

Questions :

(1) What should be the marketing strategies they should adopt to attract 'Niche market' to their product ?

(2) What type of distribution channel they should adopt to deliver their products and why ?

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No. of Printed Pages : 2

PJ-704

I Semester M.B.A. Examination, February/March - 2020
(CBCS-2014-15 and Onwards)

MANAGEMENT

Paper - 1.6 : Business and Industry

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** of the following, each questions carries **five** marks. 5x5=25

1. Analyse the reasons for slowdown of the automobile industry.

2. Describe any five profiles of eminent industry persons of India.

3. What is crisis ? Explain its stages with examples.

4. Discuss the characteristics of succession planning.

5. Discuss any five economic activities held in Ancient times.

6. Write short notes on :
   (a) Start-ups
   (b) Third sector

7. Explain the importance of the third sector in Indian Economy.

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SECTION - B

Answer **any three** of the following, each question carries **ten** marks. 3x10=30

8. Examine various causes for slowdown of the Indian economy.

9. Discuss the economic reforms from LPG and its impact on the Indian economy.

10. Explain internal and external factors influencing business with examples.

11. Write a note on the trends of the following sectors :
   (a) Banking
   (b) Contract Farming
   (c) Family Business

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SECTION - C

(Compulsory - Case study) **1x15=15**

12. On 8 November 2016, the Government of India announced the demonetisation making all Rs. 500 and Rs. 1,000 banknotes of the Mahatma Gandhi series invalid past midnight. The government claimed that the action would curtail the use of illicit and counterfeit cash to fund illegal activity and terrorism. The BSE SENSEX and NIFTY 50 stock indices fell over 6 percent on the day after the announcement. The decision was heavily criticised by members of the opposition parties, leading to debates in both houses of parliament and triggering organised protests against the government in several places across India. People seeking to exchange their bank notes had to stand in lengthy queues and several deaths were linked to the inconveniences caused due to the rush to exchange cash. After demonetisation the demand for point of sales (POS) or card swipe machines has increased. E-payment options like PayTM has also seen a rise. In context of the above case :

(1) Identify and explain the various dimensions of business environment which relate to the above mentioned case.

(2) List any two values which the Government of India wants to convey through its initiative.

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No. of Printed Pages : 2

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I Semester M.B.A. Examination, February/March - 2020

(CBCS Scheme) (2014-15 and Onwards)

MANAGEMENT

Paper-1.7 : Communication Skills

Time : 3 Hours Max. Marks : 70

SECTION - A

Answer **any five** questions. Each question carries **5** marks. **5x5=25**

1. What is Audience Research ? State its importance.

2. What is grapevine communication ? Should it be encouraged or discouraged by the managers ?

3. Discuss the essential elements of a report.

4. What do you mean by 'Semantic Barrier' ? When does it arise ?

5. List out the features of a good listener.

6. Explain the stages of development of a team.

7. Briefly explain participative negotiation.

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SECTION - B

Answer **any three** questions. Each question carries **10** marks. **3x10=30**

8. Discuss the components of Non-verbal communication.

9. Explain the steps in preparing effective power point presentation.

10. The following is an advertisement in Times of India dated 10-10-2019 :

One of the fast emerging organisation headquartered in Bangalore requires a Sales Manager with experience in marketing electronic equipments. You are Anil, draft your resume for the position of Sales Manager.

11. Define Negotiation. Explain the various negotiation strategies framed during the process of negotiation.

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SECTION - C

(Compulsory - Case study) 1x15=15

12. A well-known hotel brand in Goa, had among several customer feedbacks, a Posting on trip advisor which read as follows :

"The hotel is an excellent beach resort property. It has all the latest gadgeteries. It provides all comforts like no one does but its customer service is poor. Room service took about 45 minutes to deliver to my room a simple order like hot chocolate and veg sandwitch. The glass cubical door of bath did not close properly and when told to housekeeping. I was informed that the same will be fixed next morning when the maintenance staff is back".

(a) As a general manager of the hotel respond to this feedback by drafting an e-mail to the customer.

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