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JP – 332

Semester M.B.A. (Day and Eve.) Degree Examination, July 2022
(CBCS Scheme)
(2021 – 22 and Onwards) (Freshers)
MANAGEMENT
Paper – 1.2 : Organisational Behaviour

Time : 3 Hours Max. Marks : 70

Instructions : *1) Answer **all** Sections.*
*2) Section **C** is **compulsory**.*

SECTION – A

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

1. Explain the different roles of Managers.
2. Define Personality. Explain the 'Big Five' types of personality.
3. Explain the difference among trait, behavioural and situational theories of leadership.
4. What are the factors influencing organisational communication ? Explain.
5. Analyse the implications of inter-personal and group conflicts in organisations.
6. Briefly explain any five types of team in the context of an organisation.
7. Who is a Change Agent ? Explain why people resist change in organisations.

SECTION – B

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

8. Explain the management theories of F.W. Taylor, Peter F. Drucker and Henry Fayol.
9. What is work stress ? What are the causes attributed for it ? Suggest suitable and workable remedies.
10. Explain any two theories of motivation with suitable example.
11. Write a short note on :
    i) Grape Vine Communication.
    ii) Burn-out syndrome.

P.T.O.

SECTION – C

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

Samantha Parks is the owner and CEO of sparks, a small New York agency that develops advertising, promotions, and marketing materials for high – fashion firms. Parks has tended to keep a tight rein on her business, overseeing most projects from start to finish. However, as the firm has grown, she has found it necessary to delegate more and more decisions to her associates. She has recently been approached by a hairstyling chain that wants a comprehensive redefinition of its entire marketing and promotions look. Should Samantha try to manage this project in her traditional way, or should she delegate major parts to her employees ?

Most managers confront this question at some point in their careers. Some experts propose that top executives need to stay very close to the creative core of their business, which means that even if their primary responsibility is to manage, CEOs should never cede too much control to committees of creative individuals or they can lose sight of the firm's overall future direction. Moreover, executives who do fall out of touch with the creative process risk being passed over by a new generation of "plugged in" employees who better understand how the business really works.

Others offer the opposite advice, saying it's not a good idea for a CEO to "Sweat the small stuff" like managing individual client accounts or projects. These experts advise executives to identify everything they can "outsource" to other employees and to delegate as much as possible. By eliminating trivial tasks, executives will be better able to focus their attention on the most important decision – making and control aspects of their jobs, which will help the business and also ensure that the top executive maintains control over the functions that really matter.

These pieces of advice are not necessarily in conflict with one another. The real challenge is to identify what you can delegate effectively without ceding too much power and control away from the person with the unifying vision. That is certainly easier said than done, though.

Questions :

1) If you were Samantha Parks, how would you prioritize which projects or parts of projects to delegate ?
2) What are some tasks in an organisation that a top executive should never delegate to others ?
3) Should executives try to control projects to maintain their position of authority ?

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1 Semester M.B.A. (Day & Eve) Degree Examination, July 2022
(CBCS) (2021-22 and Onwards) (Freshers)
MANAGEMENT
Paper – 1.1 : Economics for Managers

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. What are the main differences between positive and negative externalities ?
2. Explain the concept of production possibility curve (PPC) and its importance.
3. "Giffen goods are against to the law of demand" Justify with suitable example.
4. What is peak load pricing ? Discuss with an example.
5. Elucidate the relationship between average revenue and marginal revenue in Monopoly.
6. Suppose a firm has its total revenue and total cost function estimated as follows

   $TR = 300Q–3Q^2$ and $TC = 500 + 50Q + 2Q^2$ find

   a) Profit function of the firm.

   b) Quantity of the output (Q) that maximizes the firms profit.
7. Write a note on :

   a) Fiscal Policy.

   b) Monetary Policy.

SECTION – B

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

8. Explain kinked demand curve model and show that price once determined under oligopoly does not change if Marginal Cost (MC) changes within a range.

P.T.O.

9. The annual sales of Mishra Pvt. Ltd. Company are as follows.

Year	2017	2018	2019	2020	2021	2022
Sales (Rs. Crores)	45	56	87	64	80	100

Using the method of least square fit a straight line trend and forecast the sales for next 3 years.

10. Explain the concept of aggregate supply and aggregate demand. Using aggregate supply and aggregate demand illustrate how equilibrium of national income is obtained.

11. Explain consumer's equilibrium with the help of indifference curve.

SECTION – C

Compulsory Question : **(1×15=15)**

12. Case Study :

Price discrimination involves charging different prices to different sets of consumers for the same good. Airlines are experts at price discrimination and the fare you pay could end up being significantly different to the person sitting next to you, receiving exactly the same service.

One of the key factors of course is time of buying ticket, so when the booking is made is very important with evidence showing that the highest prices paid are when it is booked last.

Minute and cheaper, when it is booked a long way in advance, the cheapest time (hut, not always) tending to be about six weeks before the flight. The lower price attracts more people who are sensitive to prices and ensures that the flight will fill up. The differences in price for the same service is often high and relate it to elasticity and a good discussion flows regarding whether it is fair or not.

Airlines takes advantage of difference in demand elasticity as business flyers or emergency travels have less elastic demand and vacation travelers has more elastic demand and they plant their trips in advance.

In some cases price discrimination reflects amenities associated with higher price such as business class passengers have better seats and meals. They also have extra leg room. Airline also charges high tickets for friendly hours such as if you take a weekend break. Most people would prefer to come back late on Sunday. These late Sunday flights tend to be more expensive than early morning Sunday flights.

Sometimes Airlines also makes travelling at peak times much more expensive. One good example is travelling during the week; the reason is that the customers travelling Monday to Friday are businessmen. Their demand tends to be more inelastic (because it is paid by company expenses). If you are more flexible and willing to travel at the weekend, you are more sensitive to price and have a more elastic demand. Air fares also vary depending on the time of the year. During peak summer holidays, airfares are more expensive. Parents have more inelastic demand because they can't go on holiday during term time.

Price discrimination is also evident in frequent flyer scheme where passenger is charged less due to huge quantity of tickets purchased by the consumers. It is a way of rewarding loyal consumers. The more times you travel with a particular airline, the more air miles you get, and thus get a discount for frequent flying.

Questions :

1) What are the perquisites to price discrimination ? Why do you think Airlines are successful in price discrimination ?
2) Do you think different ways of price discrimination mentioned in this case belong to different degrees of price discrimination ? Give justification.
3) Which type of price discrimination seems most unrealistic to you ? Why ?
4) Which degree of price discrimination is justifiable for frequent flyer scheme ? Give reason.

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I Semester M.B.A. (Day and Evening) Degree Examination, July 2022
(2021-22 and Onwards) (Freshers)
(CBCS)
MANAGEMENT
Paper – 1.3 : Accounting for Managers

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Time : 3 Hours Max. Marks : 70

Instructions *: 1) Answer* ***all*** *Sections.*
2) Section – ***C*** *is* ***compulsory****.*

SECTION – A

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

1. Discuss the internal and external users of accounting information.
2. Explain any five accounting concepts related to Balance Sheet.
3. Discuss Piotroski's F score model in the analysis of financial statements.
4. For the year ended 31st March 2020, ABC Ltd. sold goods for Rs. 14,34,000. The average gross profit on sales was 40%. The following information is available.

   Sales returns and allowances Rs. 34,000

   Opening stock Rs. 80,000

   Purchases Rs. 8,36,000

   Purchase returns and allowances Rs. 12,000

   Freight in Rs. 46,000

   Calculate :

   a) Closing stock

   b) Cost of goods sold

   c) Gross profit.

P.T.O.

5. Following is the details of ABC Ltd. as on 31-3-2020 and 31-3-2021. You are required to prepare the common size income statement for the year ending 31-3-2020 and 31-3-2021.

Particulars	**31-3-2020**	**31-3-2021**
Sales	35,00,000	45,00,000
Cost of goods sold	22,75,000	36,00,000
Operating expenses	1,10,000	2,25,000
Selling and Distribution expenses	2,50,000	3,00,000
Financial expenses	1,00,000	1,25,000
Tax rate	30%	30%

6. From the following you are required to calculate :
   a) P.V. ratio
   b) Break even sales
   c) Sales required to earn a profit of Rs. 4,50,000

Fixed expenses	:	9,00,000
Direct material	:	Rs. 50
Direct labour	:	Rs. 20
Direct overheads	:	100% direct labour
Selling price	:	Rs. 120

7. With the following data for a 60% capacity, prepare a budget for production at 80% and 100% capacity.

Production at 60% capacity	6000 units
Materials	120 per unit
Labour	50 per unit
Direct expenses	15 per unit
Factory expenses (40% fixed)	Rs. 4,00,000
Administrative expenses (60% fixed)	Rs. 3,00,000

SECTION – B

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

8. What are the objectives of financial statement analysis ? Explain in brief the different tools used in financial statement analysis.

9. Write a note on :
   a) Responsibility accounting
   b) Corporate social reporting.

10. From the following figures pertaining to the company, prepare Balance Sheet showing the details of working.

Share capital	Rs. 1,99,500
Working capital (CA-CL)	Rs. 45,000
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

11. From the following information, prepare cash flow statement by indirect method.

Comparative Balance Sheet of XYZ Ltd.

Liabilities	**As at 31-3-2021**	**As at 31-3-2020**	**Assets**	**As at 31-3-2021**	**As at 31-3-2020**
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 loan	35,00,000	40,00,000	Cash and Bank balance	2,50,000	1,25,000
Current liabilities	50,00,000	60,00,000	Stock	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 before tax and extra ordinary items was Rs. 10,00,000.

ii) There was addition to fixed assets during the year amounting to Rs. 4,00,000 and depreciation was Rs. 3,00,000.

SECTION – C

12. Case study. **Compulsory.** **15**

Yeshan Ltd. is a leading consultancy firm operates from Bombay. The directors of the firm are of the opinion that the firm is performing extremely well in recent part.

The total Balance Sheet of the Yeshan Ltd. is as on 31-3-2021 is listed below.

Particulars	**Dr. (Rs.)**	**Cr. (Rs.)**
Equity share capital		3,00,000
12% preference share capital		2,00,000
Reserve fund		1,50,000

Buildings	4,00,000	
10% debentures		2,00,000
Plant and Machinery	2,00,000	
Purchases and sales	2,50,000	6,00,000
Salary	60,000	
Debtors and Creditors	2,30,000	1,75,000
Bills	70,000	90,000
Directors fees	20,000	
Bad debts	5,000	
Returns	15,000	20,000
Wages	1,50,000	
Opening stock	20,000	
Profit and loss a/c bal. on 1-4-2020		60,000
Loose tools	60,000	
Goodwill	80,000	
Discount on issue of shares	20,000	
Cash and Bank balance	33,000	
12% investments (1-4-2020)	2,00,000	
Interest on investments		18,000
	18,13,000	**18,13,000**

Adjustments :

1) Closing stock valued at Rs. 1,40,000
2) Outstanding wages Rs. 2,500.
3) Debenture interest outstanding for whole year.
4) Write off further bad debts Rs. 5,000
5) Buildings and Plant and Machinery to be depreciated by 5% and 10% respectively.
6) Transfer Rs. 25,000 to reserve.
7) The directors propose 15% dividend on equity shares.

Is it viable to the company ?

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I Semester M.B.A. (Day and Evening) Degree Examination, July 2022
(CBCS) (2021-22 and Onwards) (Freshers)
MANAGEMENT
Paper – 1.4 : Statistics for Managers

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Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Explain the concept of symmetric and asymmetric distributions with suitable illustrations.

2. The following data gives the results of the scores of two students in an exam held during the year. Determine who is more consistent using the coefficient of variation.

Player A	15	25	30	35	45
Player B	15	45	60	85	95

3. Fit the straight line trend for the following data and forecast the production for the next two years.

Year	2017	2018	2019	2020	2021
Demand in 00'000 Rs.	27	33	46	54	70

4. Averages are useful in business metrics. Justify this statement.

P.T.O.

5. The cattle of a certain town were inoculated against a disease. Since cattle who got inoculated also got sick along with those who did not, use the Chi Square Test to determine whether the said inoculation was effective in controlling the disease. You may assume a 5% level of significance.

	Developed illness	Did not develop illness
Got inoculated	550	530
Did not get inoculated	475	350

6. How are tables and graphs useful in business reporting ?

7. The average diameter of cakes baked in a bakery are 35 cm. The variance is 9 cm. If on any day, 50 cakes are baked, find how many cakes have a diameter :
   a) Greater than 42 cm.
   b) Lesser than 30 cm.
   c) Between 33 and 39 cm.

   Illustrate your answers.

SECTION – B

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

8. For the data given below, find the coefficient of correlation and interpret it. Also fit the two regression equations.

X	9	18	27	36	45	54	63	72	81
Y	90	99	108	117	126	135	144	153	162

9. In a bag, there are 80 coins each numbered from 1 to 80. If a coin is selected at random, what is the chance that it will be :
   a) A multiple of 3 or 5 ?
   b) A multiple of 4 or 6 ?
   c) A multiple of 7 or 11 ?

10. Based upon the data given below, prove that the Fischer's index satisfies the time reversal test and the factor reversal test.

Commodities	P_0	P_1	Q_0	Q_1
A	9	12	6	8
B	11	14	7	9
C	13	15	9	11
D	14	17	11	12
E	16	18	13	15

11. Mr. A has two options for investment but, he can take up only one at a time.

Option A : He can start a restaurant for Rs. 9,00,000. The probability of success is 75% with a cash inflow of Rs. 12,00,000. If he fails he can still salvage Rs. 6,00,000. When he succeeds, he can start a fast food shop for Rs. 4,00,000, where in he can get success, with a 80% probability and cash inflow of Rs. 3,00,000. If he fails he incurs a loss of Rs. 50,000.

Option B : He can start a car showroom for Rs. 8,00,000. The probability of success will be 90% with a cash inflow of Rs. 9,00,000. If he fails he can still salvage Rs. 5,00,000.

Construct a decision tree and the payoff chart. Show the best decision that Mr. A should take.

SECTION – C

This is a **compulsory** question. It carries **fifteen** marks. **(1×15=15)**

12. A certain product is sold in three cities by three salesmen. Based on the data given below,

Cities/Salesmen	Salesman A	Salesman B	Salesman C
City One	20	25	24
City Two	25	35	27
City Three	30	30	30

find if :

a) There is a significant difference in the sales performance of the salesmen.

b) There is a significant difference in the sales between the cities.

You may assume a 5% level of significance.

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I Semester M.B.A. (Day & Eve.) Degree Examination, July 2022
(CBCS Scheme) (2021 – 22 and Onwards) (Freshers)
MANAGEMENT
Paper – 1.5 : Marketing for Customer Value

Time : 3 Hours Max. Marks : 70

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

SECTION – A

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

1. What are the major holistic marketing concept affect in the current scenario ? Illustrate with example.
2. Define product. Explain levels of product with example.
3. What do you mean by physical distribution ? Briefly explain distribution channels.
4. Briefly explain sales promotion tools and techniques.
5. What do you mean by marketing research ? Why is it important ?
6. Illustrate and explain BCG Matrix with suitable examples.
7. Explain challenges of cyber marketing.

SECTION – B

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

8. Briefly explain the product line, product depth and product width with example.
9. Elucidate importance of personal selling and media selection with suitable example.
10. Illustrate the social, ethical and legal aspects of marketing.
11. Explain new product development stages.

P.T.O.

SECTION – C

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

"Grubhub Food Delivery Company/Consumer insights feed the soul"

When the World went into lockdown, food delivery services became an essential part of all our lives. But how to do it safely ? Based in the US, Grubhub is a food ordering and delivery platform that connects consumers with local restaurants and takeaways. To understand what people wanted and meet their new demands, the brand turned to consumer insights. COVID-19 brought the World to its knees. People feared for their health and for their income. The challenge for Grubhub was how to address consumer concerns with regard to a restricted household budget, disinfection protocols, the mechanics of safe food delivery, and more. Using our consumer intelligence platform, the Grubhub team monitored for diners' negative experiences, and countered with positive experiences.

When Grubhub's Belly Dance ad. first aired on TV, it fell below expectations, receiving low engagement. Suddenly, in January 2021, the commercial became a viral meme, receiving over 40K mentions on social media in one month. Working with Talkwalker, the brand created a strategy as to how to join this growing conversation. As the campaign became more successful, the team launched the deliver the Remix contest, asking followers to help choose the next song in the "Belly Dance" ad. consumers loved it, creating a ton of fun and creative pieces of content. To understand how Grubhub was able to turn negative community sentiment and drive a brand-amplifying strategy.

Based on the case study, answer the following questions.

a) If you are decision maker for the Grubhub brand which strategy could have suggested and why explain ?

b) What are the marketing strategy that should be included in this matter to seek the customer value ?

c) When changing the market scenario, what is your innovative approach you can bring ? As CMO of the company how do you influence to consumer ?

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I Semester M.B.A. (Day and Eve.) Degree Examination, July 2022
(CBCS) (2021 – 22 and Onwards) (Freshers)
MANAGEMENT
Paper – 1.6 : Legal Aspects and Intellectual Property Rights

Time : 3 Hours Max. Marks : 70

Instructions : 1) *Answer* ***all*** *Sections.*
2) *Section – **C** is **Compulsory**.*

SECTION – A

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

1. Which are the four bills on labour codes that Amalgamate 29 Central Labour Laws ? Briefly discuss the topics that these codes regulate.
2. Explain how the payment of wages is done as per the Labour Code.
3. What are the salient features of the Occupational Safety, Health and Working Conditions Code, 2020 ?
4. What is permanent, partial and total disablement as per Workmen Compensation Act ?
5. How is the authentication of electronic records done by using electronic signatures ?
6. What is the importance of Intellectual Property Right ?
7. What is meant by a public undertaking in copyrights ?

SECTION – B

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

8. Discuss briefly on Indian Patent System. Discuss the procedures for infringement of patents.
9. What is a grievance redressal committee ? What are its responsibilities ?

P.T.O.

10. What are the duties of employer and appropriate government towards an inter-state migrant worker ?

11. Explain the evolution of the new labour codes. Discuss the implications of the inclusion of workers in the unorganized sector.

SECTION – C **(1×15=15)**

12. Case study (**Compulsory** question).

Mangalore Tiles or Mangalore Pattern Roof Tiles are the most popular choice of roofing in India. This pattern is available in India since 1860 and was the specified roof solution for prominent government buildings, educational institutions and elegant mansions and bungalows.

These tiles are native to Mangalore, a city in the former South Canara district on the western coast of India. Hence they were named Mangalore tiles by the tile factory manufacturers.

The conventional size of Mangalore tiles is 10 × 16 inches but are available in different sizes to suit different requirements.

Mangalore tiles were once used everywhere. Well before 1947, the government bought most tiles for its buildings from Mangalore because of their durability and ability to keep out heavy rain. The tiles' shape and the way they interlock help them keep the rain away. They are also not porous.

The production of these tiles came about in India only in the 1860s. This was thanks to a German missionary George Plebst. He was the one who first spotted the clay in Mangalore and decided to open a factory there. The first known clay roofing tile can be traced all the way back to China, around 10,000 years B.C. and the Middle East, a little later. From these two regions, the common usage of clay roof tiles spread throughout Asia and Europe.

These were the only tiles recommended for government buildings in India under the British Raj. These tiles still define Mangalore's skyline and characterize its urban setting. They are a popular form of roofing and are preferred over concrete due to their good quality.

Questions :

1) Do you think Mangalore tiles qualify for a geographical indication ?
2) What is the procedure for applying and procuring geographical indication ?
3) If you are an entrepreneur who manufactures Mangalore tiles and the tiles have secured geographical indication, chart out a plan of action for supplying these tiles to European countries.
4) What do you think will be the advantage you will have in exporting a product that has a geographical indication tag ?

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I Semester M.B.A. (Day and Eve.) Degree Examination, July 2022
(CBCS) (2021 – 22 and Onwards) (Freshers)
MANAGEMENT
Paper – 1.6 : Legal Aspects and Intellectual Property Rights

Time : 3 Hours Max. Marks : 70

Instructions : 1) Answer ***all*** Sections.
2) Section – ***C*** is ***Compulsory***.

SECTION – A

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P.T.O.

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4) What do you think will be the advantage you will have in exporting a product that has a geographical indication tag ?

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I Semester M.B.A. (Day) Degree Examination, July 2022
(CBCS) (2021-22 and Onwards) (Freshers)
MANAGEMENT
Paper – 1.7 : Managerial Skills – I

Time : 3 Hours Max. Marks : 70

Instructions : 1) *Answer* ***all*** *Sections.*

2) *Section –* ***C*** *is* ***compulsory****.*

SECTION – A

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

1. What are the essential steps in solving a problem ?
2. Explain the different email etiquettes.
3. Explain the concept of keys to intrinsic motivation.
4. What is meant by a team charter ? What are its contents ?
5. What is meant by empathetic listening ? Why does a Business Manager require to listen empathetically ?
6. Explain Negotiation skills and state need for the negotiation skill.
7. Explain the significance of emotional intelligence for Business Managers.

SECTION – B

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

8. Define Delegation. Elaborate the process of delegation.
9. What do you understand by the team motivation skills ? Explain the hierarchy of motivation.
10. What are teams ? Explain the stages of team development.
11. Define and explain the concept of managerial skills. Why are managerial skills important for business manager ?

P.T.O.

SECTION – C

Compulsory Question : **(1×15=15)**

12. Case study :

Improving the Listening Skills of Managers at Procter and Gamble.

Introduction

The managers of Procter and Gamble (P and G) are highly trained professionals. They work under heavy time pressures and tight deadlines. As a result of this, the managers were not listening effectively to customers and co-workers.

LEAD group

To improve the listening skills of the employees and managers, the Research and Development (R and D) department conducted a programme for middle managers and technical leaders. A group 'Leaders Effect A Difference (LEAD)' was formed to attend that programme. The objective of the LEAD group was to increase innovation and build lasting relationships to increase long-term networking.

The participants of the LEAD group could obtain the following benefits :

- Recognise the complexities of work issues.
- Accept the senior management expectation.
- Recognise the importance of helping others to solve their work issues.

The programme for a LEAD group begins with a 45-minute introduction to LEAD process and is followed by building in-depth listening skills. Listening is the main point of coaching; hence it plays a critical role in developing coaching.

The LEAD group was structured into groups of six persons. Participants were asked to play the role of helper and observer. Each member of the group was assigned the role of seeker for one of the six LEAD sessions. The seeker was assigned the role of practicing the skills of helping others on work issues. The helper was assigned the role of practicing listening and training skills with the aim of assisting the seeker to think, feel, and plan.

Outcome of the LEAD group

Over time, the LEAD group programme was effective in motivating listening skills of managers. The LEAD group approach met the business need for improved coaching by managers and was successful in establishing communication with broader network of employees.

Questions :

1) Give the reason which made the managers ineffective listeners.
2) What are the benefits of LEAD group program to the participants ?
3) Explain the features of the good listener and how the managers can develop listening skills ?

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I Semester M.B.A. Degree Examination, July 2022
(CBCS Scheme) (2014 – 15 and Onwards) (Repeaters)
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 opportunity cost ? How it is relevant to managerial decisions ?
2. What is National Income ? Explain the various concepts of National Income.
3. What is Inflation ? Bring out the various measures that are taken to control Inflation.
4. Discuss the different theories of profit.
5. The monopolist is able to gain and face different profits in the Short Run. Discuss.
6. Discuss the factors which cause a increasing and decreasing returns to scale.
7. What is Price Policy ? Briefly discuss the pricing strategies with suitable illustrations.

SECTION – B

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

8. Write short notes on **any two** of the following :
   a) Economies of Scale
   b) Kinked Demand Curve
   c) Types of wages.
9. Rector Company has the following data : Estimate the sales for 2018 and 2019.

Year	Sales
2012	125
2013	128
2014	142
2015	175
2016	195
2017	201

P.T.O.

10. Explain the producer equilibrium position with help of Isoquants.

11. Explain Cost output relationship in the short run and long run.

SECTION – C

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

Raising gold prices in the International market and reflected in the metal's domestic prices has already in the casualty- fall in the physical import of the yellow metal.

In India, the world's largest, importer and consumer of gold, to a certain extent the demand for the yellow metal is price elastic. The current high rates have led to demand compression, which, in impacted in slowing gold imports. The Steady decline in the quantum import of the precious metal in the first six months of the calendar year is tolerated by the data from the Bombay Bullion Association. Inflows have fallen from 34 tonnes in January to 13.8 tonnes in June with trend broken. In April it explores to additional demand during Aksya Trithiya considered an auspicious occasion to buy gold.

The gold prices rose from INR 16,25/10 gm on January 30 to INR 18,830 on June 30, a rise of 16 percent.

According to Mr. Herler, Head, Global Markets, Indusland Bank, one of the banks permitted by the Reserve Bank of India to import gold, the demand for the precious metal is on a downward trend, though the quantum of gold import shows volatility on a month and monthly basis. His observation compared to a couple of years ago, the demand for gold is significantly down.

The RBI has permitted certain banks to import bullion on consignment basis for domestic jewelers and exporters where the bank does not stock gold. Bank and other agencies such as MMTC imported nearly 80% gold and India Accounts for nearly 20 percent of the world gold demand.

The fall in consumption or demand for jewelry is offset by investment demand as gold is seen as a safe- haven. According Mr. Ramesh Reddy, Senior Analyst, commodities way 2 wealth securities, gold import is lower because of higher international prices and depreciation of the rupee. Whatever we import is costlier now. So we import is lower. On the consumption side demand may be less, but the investment demand is still there because of the uncertainty in Europe. Due to the possibility of decreases in other asset classes, people are buying gold as hedge to keep up the value of their asset.

According to Mr. Reddy the gold price may come down to INR 17,500-17,800 for 10 grams within a month.

Questions :

i) Is Demand of Gold elastic or inelastic ?

ii) What is the impact of rupee depreciation on gold demand and how ?

iii) Is Investment demand for gold elastic ?

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I Semester M.B.A. Degree Examination, July 2022
(CBCS) (Repeaters) (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. **(5×5=25)**

1. Who are the users of accounting information and briefly state their informational needs ?
2. What is window dressing of financial statements ? Explain its motives.
3. Explain the classification of costs on the basis of behaviour.
4. What is depreciation ? Discuss the factors influencing depreciation.
5. From the following data calculate P.V. Ratio and Break-Even Point in terms of sales value

   Budgeted output in (units) 70,000

   Fixed cost Rs. 8,00,000

   Selling price per unit Rs. 44

   Variable cost per unit Rs. 24

   If the selling price is reduced to Rs. 40 per unit, what will be revised break-even point ?
6. Prepare stores ledger under First In-First Out method.

   1st April 2020 opening balance 200 units @ Rs. 25 per unit

   Receipts :

   4th April, 2020 : 200 units @ Rs. 22 per unit

   10th April 2020 : 150 units @ Rs. 21 per unit

   20th April, 2020 : 100 units @ Rs. 20 per unit

   Issues :

   7th April 2020 : 250 units

   15th April 2020 : 200 units

   27th April 2020 : 250 units

P.T.O.

7. Prepare flexible budget for 7000 units from following information :

	10000 units per unit cost (Rs.)
Direct material	60
Direct labour	30
Variable overheads	20
Fixed overheads (Rs. 1,60,000)	16
Selling expenses	15 (50% fixed)
Administration expenses	10 (20% variable)

SECTION – B

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

8. Explain the various concepts and conventions underlying in the preparation of financial statements.

9. Discuss the different methods of financial statement analysis.

10. The following Balance Sheet and the sub-joined information is given :

Liabilities	**Rs.**	**Assets**	**Rs.**
Share capital	4,00,000	Buildings	2,40,000
Reserves and surplus	1,16,000	Plant	3,00,000
Debentures	2,00,000	Stock	1,60,000
Creditors	80,000	Debtors	90,000
Bills payable	40,000	Bills receivable	16,000
Outstanding wages	4,000	Cash	34,000
	8,40,000		**8,40,000**

Sales (credit for the year)	8,00,000
Gross profit	3,20,000
Net profit	1,60,000

Calculate :

a) Current ratio
b) Liquid ratio
c) Inventory turnover ratio
d) Debtors turnover ratio

e) Net profit ratio
f) Average collection period
g) Fixed assets turnover ratio
h) Owned funds to liabilities ratio

11. The following details are provided for machinery owned by ABC Ltd.
Cost of machine 1,56,00,000
Expected useful life 5 years
Estimated realizable value 7,80,000
a) Determine the rate of depreciation as per Straight Line Method.
b) Determine the annual depreciation and accumulated depreciation for all the years under SLM.
c) Show the disclosure of machine in the balance for all the years.
d) State the accounting policy adopted by the company.

SECTION – C **(1×15=15)**

12. Case study **compulsory** :

The following is the Trial Balance of Venkateshwara Ltd. as on 31-3-2020 :

	Debit Rs.	**Credit** Rs.
Equity share capital (2,00,000 shares) of Rs. 10 each	–	20,00,000
Stock on 1st April 1-4-2019	15,00,000	–
Sales	–	70,00,000
Purchases	49,00,000	–
Wages	10,00,000	–
Discounts	1,40,000	1,00,000
Salaries	1,50,000	–
Rent	99,000	–
General expenses including insurance	3,50,000	–
Profit and Loss Account on 1st April 2019	–	3,00,600

Dividends paid	1,80,000	–
Bad debts	96,600	–
General reserve	–	3,10,000
Cash in hand and at bank	3,24,000	–
Sundry debtors and creditors	7,50,000	3,59,000
Plant and machinery	5,80,000	–
	1,00,69,600	**1,00,69,600**

You are required to prepare a statement of profit and loss and a Balance Sheet for year ending 31st March 2020 as per the revised Schedule VI of the Companies Act after taking in to consideration the following adjustments.

a) Closing stock Rs. 16,40,000

b) Depreciate machinery @ 15% p.a.

c) One month rent at Rs. 1,08,000 p.a. was due on 31st March 2020

d) Six months insurance was unexpired Rs. 7,500

e) Directors want to provide

   i) 10% final dividend

   ii) Income tax Rs. 60,000

   iii) Reserve fund Rs. 50,000.

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I Semester M.B.A. Degree Examination, July 2022
(CBCS Scheme) (2014 – 15 and Onwards) (Repeaters)
MANAGEMENT
Paper – 1.4 : Statistics for Management

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Explain how correlation and regression techniques are useful in business analysis.
2. Using the Chi-square analysis, find if the medicine given to dogs is effective or not in curing a disease or not from the given data.

Details	Got cured from the disease	Did not get cured from the disease
Given the medicine	87	54
Not given the medicine	63	76

3. A bag has 50 coins, each numbered from 1 to 40. If a coin is picked at random, what is the chance that it will be (a) a multiple of 3 or 4 (b) a multiple of 6 or 8.
4. Explain how census is different from a survey. How is a survey conducted ?
5. Find the straight line trend from the following data using the method of least squares. Forecast the production for the next two years.

Year	2013	2014	2015	2016	2017	2018	2019	2020
Sales in 00'000 Rs.	56	44	63	67	58	62	77	83

6. Find the standard deviation and the coefficient of variation to determine which of the batsmen is more consistent and reliable.

Batsman A	12	28	15	93	92
Batsman B	33	47	60	54	66

7. What is meant by a Type I and Type II error ? What is meant by the level of significance and level of confidence ?

P.T.O.

SECTION – B

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

8. Prove that the Fischers ideal index satisfies the Factor Reversal Test and the Time Reversal Test, using the following data :

P_0	P_1	Q_0	Q_1
11	13	11	13
12	14	13	15
9	10	15	17
7	11	11	14
6	8	10	12
22	24	9	14

9. Explain how tables and graphs are useful in presenting data effectively. Illustrate with suitable examples.

10. The following data relates to the price and demand of a commodity for ten years. Calculate the coefficient of correlation between the two series and explain its significance with the probable error. Also calculate the two regression equations and explain how much the price fluctuates with the supply for different values.

Price per kg.	16	17	13	15	19	20	21	22	24	23
Demand (50 kg.)	34	36	32	38	41	49	53	57	62	68

11. If the weight of 600 students is normally distributed with mean of 70 kgs and standard deviation of 5 inches, how many students have weight
    a) Greater than 74 Kgs ?
    b) Less than or equal to 60 Kgs ?
    c) Between 65 and 76 Kgs, both inclusive.
    d) Equal to 68 Kgs.
    e) Between 67 and 75 inches, both inclusive.

SECTION – C

12. This question is **compulsory**. It carries **fifteen** marks. **(1×15=15)**
    Using ANOVA test to see whether there is a significant difference in the sales of a product in different zones. You may use a 5 per cent level of significance. Explain the meaning of your answer.

Sales in Zone A	**Sales in Zone B**	**Sales in Zone C**	**Sales in Zone D**	**Sales in Zone E**
52	56	45	34	49
64	64	55	56	61
66	60	65	45	57
70	70	75	65	63

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I Semester M.B.A. Degree Examination, July 2022
(CBCS Scheme) (2014-15 and Onwards) (Repeaters)
MANAGEMENT
Paper – 1.5 : Marketing for Customer Value

Time : 3 Hours Max. Marks : 70

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

SECTION – A

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

1. What is a Value Chain ? Explain Michael Porter's Value Chain.
2. Define customer value ? How do you create a customer value model ?
3. Explain the BCG matrix with suitable examples.
4. Briefly explain marketing logistics and its functions.
5. What do you mean by marketing control ? Why is it important ?
6. Illustrate and explain various pricing strategies.
7. Explain the buying decision process with examples.

SECTION – B

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

8. Briefly explain brand positioning and brand equity with suitable examples.
9. Elucidate the importance of E-commerce practises in today's marketing scenario.
10. Illustrate the role of sales promotion and public relations in communicating value to customers.
11. Explain the marketing environment and competitive dynamics.

P.T.O.

SECTION – C

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

How Octopus Energy used art to get people to switch to green energy

Octopus Energy used art to inspire people to take action on climate change resulting in an additional 37,000 new customers.

Seeking to put clear water between itself and competitors, Octopus Energy employed the power of art to raise awareness of climate change. Its 'Portraits from the Precipice' campaign launched in November 2019 to encourage more consumers to switch to green energy deals. The launch was scheduled to coincide with a meeting of world leaders at the UN Climate Change Conference. Octopus worked with artists from around the world to create high impact impressions of climate change, and ran them as digital out-of-home (DOOH) displays at 5,000 sites. The activity became the world's biggest ever DOOH art exhibition. Octopus's marketing had traditionally focused on the three big reasons for customers switching to the brand: customer service, fair and transparent pricing, and 100% renewable energy. But it identified an opportunity to go further with a campaign to raise public awareness of climate issues on a wider scale. The campaign was designed to inspire everyone to take action over climate change, as well as enhancing the brand's reputation and growing its customer numbers. A global roster of artists created works answering the brief 'What does climate change mean to you?' A collaborative approach with Art finder and DOOH partner JCDecaux provided support in terms of sourcing art and designing the presentation, while the Royal Society of Arts/Royal Academy gave the first annual Climate Change Art Prize (Of £10,000 cash) to the winning image. The campaign achieved exceptional results versus its objectives. Octopus saw a 163% increase in signups, gaining an additional 37,000 new customers compared to the same period the previous year, leading it to claim the 2020 Marketing Week Masters award for utilities. The judges applauded the bravery of switching the entire Octopus budget from rational acquisition advertising to brand building. They said: "These initial results show it was an investment worth making."

Based on the case study, answer the following questions.

a) How do you enhance E-marketing strategy as marketing manager of this company ?

b) How do you influence customer to change their mindset to other brand or product ?

c) What are the campaigning strategies you bring to organization for spreading awareness ?

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I Semester M.B.A. Degree Examination, July 2022
(CBCS Scheme)
(2014 – 15 and Onwards) (Repeaters)
MANAGEMENT
Paper - 1.7 : Communication Skills

Time : 3 Hours Max. Marks : 70

SECTION – A

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

1. Explain the nature, concept and scope of communication.
2. Compare and contrast psychological and structural barriers in communication.
3. Explain with a diagram, the process of effective communication.
4. Define Memos, Letters, Reports, Presentations and Proposals with suitable application examples.
5. Explain the difference between verbal and non-verbal communication skills. Give suitable examples.
6. Differentiate between qualities of a good listener and a bad listener.
7. Explain the role of visual aids in business presentations with examples.

SECTION – B

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

8. Describe the effect of communication in managerial decision making process in organizations with examples.
9. Explain in detail 7'C's of effective communication.
10. Explain the types of proposals that are necessitated by situations. As a CSR Manager of a corporate, you are proposing to donate school uniforms to the 10th standard children who are financially poor in the nearby government school. Prepare a proposal for getting sanction from the Regional Head.
11. Describe the various communication skills and business etiquette expected by today's employers at the workplace.

P.T.O.

SECTION – C

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

Mr. Divakar had been working with Meta Cables Ltd. for several years. He had worked his way up from the bottom to a position of foreman. He was proud of what he had achieved, and he liked his work at Meta Cables. He was a loyal employee and worked hard for the organisation. He purchased a house near the factory and was happily staying there with his wife and children. His neighbour was also working in Meta Cables and has reached the position of plant operator only, although joined the service along with Mr. Divakar. In recent months, the company had lost two good contracts and as a result, had been forced to layoff some employees. They had for the most part, laid off employees with least seniority, although this was not required. Now there was a rumour circulating that they were going to lose another contract. As Mr. Divakar considered the situation, he realised that he had the least seniority amongst the foreman. Thus he concluded that the company was going to lose more business and owing to his lack of seniority, he was going to be given a 'golden-hand shake'. He became extremely frustrated and despondent. His interest in the job deteriorated badly and he began to have a hard time getting along with his co-workers. Actually, the rumour circulating in the company was incorrect. In fact, Meta Cables was negotiating for a big contract, but had not revealed it prior to conclusion. Further, management had no intention to disturb any more employees and thus wanted to gain their moral support.

Questions :

A) In what ways, if any, has poor communication caused the problems ?

B) How could the management improve the situation ?

C) Do you suggest any method to contain such situation by using IT in communication ?