M.B.A. DEGREE EXAMINATION, JANUARY/FEBRUARY - 2025

FIRST SEMESTER

Paper - 101 : MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

(Revised Regulations W.e.f. 2021-2022)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

(Descriptive/Numerical Type questions)

(Answer any five questions. Each question carries 10 marks)

(5×10=50)

1. Briefly discuss and describe various tasks a manager has to perform in an organisation.
2. What are the major social responsibilities of business managers? What are the barriers of social responsibility of business?
3. Describe the process of change in attitude through persuasion.
4. What is perception ? State its features. Explain perception process and important factors which influence perception.
5. What are the various sources of power in an organization? Also explain the process of obtaining power in the organization.
6. Critically examine Maslow's need hierarchy theory of motivation. How does this theory differ with the Herzberg's theory of motivation?
7. Discuss the components of organisation structure. Explain how do they help in smooth functioning of organisation.
8. Describe briefly various channels of communication in an organisation.
9. Discuss the stages of developing interpersonal relationship. What is Johari Window Model? Discuss.
10. Discuss the concept of organisational development stating its objectives.

PART - B
(Case Analysis)

(20)

Read the Case and answer the questions given at the end:

11. Bharat Engineering Works Limited is a major manufacturer of industrial machinery besides other engineering products. It has enjoyed a considerable market preference for its machinery because of limited competition. Usually there has been more orders than what the company could supply. However, the scenario changed quickly because of the entry of two new competitors in the field with foreign technological collaboration. For the first time, the company faced problems in marketing its products with the usual profit margin. Sensing the likely problem, the chief Executive appointed MR. Arvind Kumar as General Manager to direct the operations of the industrial machinery division. Mr. Kumar had a similar assignment abroad before returning to India.

Mr. Kumar had a discussion with the Chief Executive about the nature of the problems being faced by the company so that he could fix his priorities. The Chief Executive advised him to consult various heads of department to have first hand information. However, he emphasised that the company lacked an integrated planning system while members of the board of directors insisted on introducing introducing this in several meeting both formally and informally.

After joining as General Manager, Mr. Kumar got briefings from the heads of all departments. He asked them to identify the major problems and issues concerning them. The marketing Manager indicated that in order to achieve higher sales, he needed more sales managers and sales professionals. His main concern was a lack of engineering support to sales and marketing efforts. The company had adequate engineers but they were spread under three separate engineering groups. Sales people had no central organisation which had responsibility to provide sales support. Therefore, some jobs were being done from outside at higher cost with lower quality. Besides, he needed a generous budget for demonstration systems which could be sent on a trial basis to customer to win business.

The production Manager complained about the old machines and equipment used in manufacturing. Therefore, the cost of production was high but without corresponding quality. While competitors had better equipment and machinery, Bharat Engineering neither replaced its age-old plant nor got it reconditioned. Therefore, to reduce cost, it was essential to automate production lines by installing new equipment.

The Director of Research and Development(R&D) did not have any specific problem and therefore, did not indicate any change. However , a principal scientist in R&D one day that the Director, R&D, though very nice in his approach, did not emphasise on short-term research projects which could easily increase production efficiency to the extent of at least two per cent within a very short period. Moreover, such projects did not involve any major capital outlay.

Mr. Kumar was convinced about the management process going on in the division and the type of problems being faced.

Questions:

a) Discuss the natures and characteristics of the management process followed in the company.

b) What are the real problems of the Industrial Machinery Division of the company?

c) What steps should be taken by Mr. Kumar to overcome these problems?

M.B.A. DEGREE EXAMINATIONS, JANUARY/FEBRUARY - 2025

FIRST SEMESTER

PAPER - 102 : MANAGERIAL COMMUNICATION

(Revised Regulations W.e.f. 2021-2022)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

(Descriptive/Numerical Type Questions)

Answer any Five questions. Each question carries 10 marks. **(5×10=50)**

1. Define communication? Explain its theories.
2. Explain the characteristics of successful communication.
3. How to conduct meetings in the organizations? Explain its process.
4. Explain the importance of business presentations in the organizations.
5. You had ordered some books for your bookshop from the publisher. Due to some reasons the goods have not yet reached you. Write a letter to the publisher informing him about the non-receipt of books.
6. Describe the process of report writing.
7. What is time management? Explain its need and importance for the youth in present day world.
8. Define listening? Explain its types?
9. What is business etiquette? Explain its need and importance in the organizations.
10. In what way communication is importance in inter cultural differences. Identify.

PART - B

(Case Analysis) **(20)**

11. Barry is a 27-year-old who is a food service manager at a casual dining restaurant. Barry is responsible for supervising and managing all employees in the back of the house. Employees working in the back of the house range in age from 16 years old to 55 years old. In addition, the employees come from diverse cultural and ethnic backgrounds. For many, English is not their primary language. Barry is SERV safe® certified and tries his best to keep up with food safety issues in the kitchen but he admits it's note easy. Employees receive "on the job training" about food safety basics (for example, appropriate hygiene and hand washing, time/temperature, and cleaning and sanitizing). But with high turnover of employees, training is often rushed and some new employees are put right into the job without training if it is a busy day. Eventually, most employees get some kind of food safety training. The owners of the restaurant are supportive of Barry in his food safety efforts because they know if a food safety outbreak were ever linked to their restaurant; it would likely put them out of business. Still, the owners note there are additional cost for training and making sure food is handled safely.

One day Barry comes to work and is rather upset even before he steps into the restaurant. Things haven't been going well at home and he was lucky to rummage through some of the dirty laundry and find a relatively clean outfit to wear for work. He admits he needs a haircut and a good hand scrubbing, especially after working on his car last evening. When he walks into the kitchen he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been sitting at room temperature for quite some time. Barry is frustrated and doesn't know that to do. He feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety.

Barry has taken many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN. All employees are given a thermometer when they start so that they can temp food. Hand sinks, soap, and paper towels are available for employees so that they are encouraged to wash their hands frequently.

Questions:

a) What are the communication challenges and barriers Barry faces?

b) What solutions might Barry consider in addressing each of these challenges and barriers?

c) What Standard Operating Procedures(SOPs) would be helpful for Barry to implement and enforce?

d) What are some ways Barry might use effective communication as a motivator for employees to follow safe food handling practices?

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M.B.A. DEGREE EXAMINATIONS, JANUARY/FEBRUARY - 2025

FIRST SEMESTER

PAPER - 103 : MANAGERIAL ECONOMICS

(Revised Regulations W.e.f. 2021-2022)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

(Descriptive/Numerical Type Questions)

Answer any Five questions. Each question carries 10 marks. **(5×10=50)**

1. Discuss the natures , Scope and Significance of Managerial Economics.
2. Explain the various objectives of a firm.
3. Explain the various determinants of Demand of a new product into the Market.
4. Explain the different types of elasticity of demand with suitable examples.
5. Define 'Production function'. What is Cobb-Douglas production function? Explain.
6. Discuss briefly different cost concepts relevant to managerial decisions of planning and control.
7. Explain the features of perfect Competition Market.
8. Illustrate the price determination in case of Oligopoly Market.
9. Explain the different phases of Business Cycles.
10. Economic Policy of Government of India.

PART - B

(Case Analysis)

(20)

11.

Commodity	Original Price	New Price	Original Demand	New Demand
A	14	16	54	49
B	6	9	14	12
C	96	100	44	39
D	10	8	29	34

Questions : Calculate Price elasticity demand for A.B.C.D.

Which commodity has more elasticity of demand and which commodity has less elasticity of demand?

M.B.A. DEGREE EXAMINATIONS, JANUARY/FEBRUARY - 2025

FIRST SEMESTER

PAPER - 104 : ACCOUNTING FOR MANAGERS

(Revised Regulations W.e.f. 2021-2022)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

(Descriptive/Numerical Type Questions)

Answer any FIVE questions. Each question carries 10 marks **(5×10=50)**

1. What are the primary objectives of financial accounting? Explain.
2. Enter the following transactions in proper subsidiary books and post the same in the relevant ledger accounts.

2023 Aug.	Particulars	Amount(Rs.)
1	Bought goods from Ganga P	2,500
2	Returned goods to Yamuna SR	150
5	Yamuna sold goods to us S	1,500
8	Krishna purchased goods from us P	1,200
11	Received goods returned by Kaveri PR	150
13	Returned goods to Ganga PR	100
17	Sold goods to Ponni P	800
22	Purchased goods from Sindhu P	900
27	Returned goods to Yamuna SR	150

3. What is Depreciation? What are the causes of Depreciation?
4. On 1st April 2011, Sree Ltd. Purchased a second-hand machine for Rs. 80,000 and spent Rs. 20,000 on its cartage, repairs and installation. On 30th September, 2012 repairs and renewals amounted to Rs. 2,000. On 30th September 2013, this machine was sold for Rs. 50,000. Depreciation is to be provided @ 20% p.a according to written down value method. Required: Prepare machinery account for the three years assuming that the accounts are closed on 31st March every year.
5. What are the essentials of a good budgetary control system?

6. The budget expenses for production of 10000 units of Priya Limited and furnished below for per units.

Materials	60
Labour	25
Variable over heads	20
Direct variable expenses	10
Selling expenses	15 (10% fixed
Administrative expenses	10 (Rs. 1,00,000)
Distribution expenses	10 (20% Fixed)
Fixed overheads	10 (Rs. 1,00,000)
	160

Prepare a budget for production of

a) 8000 units and

b) 6000 units.

Assume that administrative expenses are rigid for all levels of production.

7. Explain the role of computer in Accounting.

8. Discuss the features of Tally ERP 9 Accounting Software.

9. Explain the various concepts of Emerging concepts in Accounting.

10. What is Human Resource Accounting? Explain the advantages and limitations of HRA.

PART - B
(Case Analysis)

(20)

11. From the following Trial balance of Sunil Kumar Prepare trading, profit and loss account for the year ended 31st Mar 2002 and balance sheet as on that date:

Trial Balance of Sunil Kumar for the year ending 31st March 2002.

Particulars	**Dr(Rs.)**	**Cr(Rs.)**
Capital L		60,000
Drawings L	10,000	
Furniture A	5,200	
Bank overdraft L		8,400
Taxes and insurance P	4,000	

Creditors		27,600
Buildings	40,000	
Opening stock	44,000	
Debtors	36,000	
Rents		6,000
Purchases	2,20,000	
Sales		3,00,000
Sales returns	4,000	
General expenses	8,000	
Salaries	18,000	
Commission	4,400	
Carriage on purchases	3,600	
Bad debts	1,600	
Discount	3,200	
Total	**4,02,000**	**4,02,000**

NP = 26420

78520

346120 346120

69420

The following adjustments are to be made:

i) The closing stock was valued at Rs. 40,120 , but there has been a loss of stock by fire during the period to the extent of Rs. 10,000 not covered by insurance.

ii) Depreciation on buildings Rs. 2,000 and on furniture Rs. 500 is to be provided for.

iii) A provision for doubtful debts at 5% on debtors is required.

iv) Unexpired insurance amounted to Rs. 400.

v) Interest on capital at 5% per annum is to be provided.

M.B.A. DEGREE EXAMINATIONS, JANUARY/FEBRUARY - 2025

FIRST SEMESTER

PAPER - 105 : QUANTITATIVE ANALYSIS FOR MANAGEMENT DECISIONS

(Revised Regulations W.e.f. 2021-2022)

(Common Paper to University and Affiliated Colleges)

Time : 3 Hours **Max. Marks : 70**

PART - A

(Descriptive/Numerical Type Questions)

(Answer any five questions. Each question carries 10 marks) (5×10=50)

1. Explain the limits of functions and continuity.

2. Let $f(x)=\sqrt{x}$ *and* $g(x)=x$ be two functions defined over the set of non-negative real numbers. Find $(f/g)(x)$

3. Discuss in detail about the techniques of differentiation.

4. The position of an object at any time t is given by
$s(t)=3t^4-40t^3+126t^2-9s(t)=3t^4-40t^3+126t^2-9$

    1. Determine the velocity of the object at any time t.
    2. Does the object ever stop changing?
    3. When is the object moving to the right and when is the object moving to the left?

5. Write a short note on

    i) Arithmetic progressions

    ii) Geometric progressions.

6. a) The sequence 12b, 8b, 4b is in AP. Find the sum of the first 18 terms.

    b) The first three terms of a sequence are 8, y , 18. Find the value of y so that the sequence becomes an Arithmetic progression.

7. Explain the application of vectors and matrices.

8. A girl walks 4 kilometers west, then 3 kilometers in a direction 30 degrees east of north, before coming to a halt. Determine the girl's distance from her starting position.

9. Define game theory? Explain its characteristics, rules and game elements.

10. Solve the following pay-off matrix

		Player B		
	Strategies	I	II	III
	I	1	3	1
Player A	II	0	-4	-3
	III	1	5	-1

PART - B

(Case Analysis)

(20)

11. Solve the following games by reducing them to 2*2 games by using dominance principle.

a)

	B				
A	3	0	6	-1	7
	-1	5	-2	2	1

$x \leq y$

b)

	B	
A	-4	3
	-7	1
	-2	-4
	-5	-2
	-1	-6

$x \leq y$

$x \leq y$

5

M.B.A. DEGREE EXAMINATIONS, JANUARY/FEBRUARY - 2025
FIRST SEMESTER
PAPER - 106 : BUSINESS STATISTICS
(Revised Regulations W.e.f. 2021-2022)
(Common Paper to University and Affiliated Colleges)

28.50

Time : 3 Hours **Max. Marks : 70**

PART - A
(Descriptive/Numerical Type Questions)

Answer any Five questions. Each question carries 10 marks. **(5×10=50)**

1. What is the concept of coefficient of variation? What is the application of coefficient of variation in business decision making.

2. The distribution of marks of 1628 students of an entrance examination is given below.

Marks	30-40	40-50	50-60	60-70	70-80	80-90	90-100
Frequency	110	240	360	540	210	90	78

3. Find the pearson's correlation coefficient between ages of software professionals and their monthly salaries from the following data.

Age	30	36	35	29	26	39	33	28
Salary('000)	62	54.5	67	64.5	55	58	54.5	45

4. Calculate the coefficient of correlation

X	2	3	4	5	6
Y	7	9	10	14	15

5. Explain in detail about the components of time series.

6. Construct the cost of living index number for 2015 on the basis of 2012 from the following data using family budget method.

Commodity	**Price**		**Weights**
	2012	2015	
Rice	250	280	10
Wheat	70	85	5
Corn	150	170	6
Oil	25	35	4
Dhal	85	90	3

7. Define probability. Explain the concept of marginal probability, union probability, joint probability and conditional probability.

8. In a toy manufacturing company, three machines namely, A, B and C are employed to manufacture toys. Machines A, B and C manufacture 20% , 30% and 50% of the total toys respectively, a quality control officer examined the machines and found that A, B and C produce 2% , 3% and 5% defectives of the total output. A toy is selected at random and is found to be defective. What are the probabilities that this toy came from machine A, B and C respectively.

9. What is hypothesis? Discuss the hypothesis testing procedure.

10. Modern bicycles have conducted a survey among 100 randomly selected men and 120 randomly selected women. As per the findings, 25 men and 35 women say that the size of the wheel is a very important factor in purchasing a bicycle. On the basis of this data, can the company claim that a significantly higher proportion of women when compared to men believe that the size of wheels is a very important factor. Take 95% as the confidence level.

PART - B
(Case Analysis)

(20)

11. Find the value of the correlation coefficient from the following table:

Subject	Age X	Glucose level Y
1	43	99
2	21	65
3	25	79
4	42	75
5	57	87
6	59	61

$(X-\bar{X}) = b_{xy}(y-\bar{y})$

$b_{xy} = \frac{N\Sigma XY - \Sigma X \cdot \Sigma Y}{N\Sigma X^2 - (\Sigma X)^2}$

$\bar{X} = 41.17$

$\bar{y} = 77.67$

M.B.A.DEGREE EXAMINATIONS, JANUARY/FEBRUARY - 2025

FIRST SEMESTER

PAPER - 107 : MODELLING WITH EXCEL (ONLINE)

(Revised Regulations w.e.f. 2021-2022)

(Common Paper to University & Affiliated Colleges)

Time : 3 Hours **Max. Marks : 100**

PART - A

(Descriptive/Numerical Type Questions)

(AnswerAny Five questions. Each question carries 14 marks)

(5×14=70)

1. Define Modelling. Explain various types of business models.
2. Discuss in detail about auditing model.
3. Explain about the financial functions using excel.
4. Write a short note on
   i) IRR
   ii) MIRR
   iii) XIRR.
5. Explain the need and importance of ratio analysis.
6. Elaborate in detail about break even analysis.
7. Briefly explain in detail about computer marketing metrics with suitable examples.
8. Discuss the need and importance of customer life time value.
9. What are quality control charts. Explain its types.
10. Discuss in detail about the applications of acceptance sampling.

PART - B

(Case Analysis)

(30)

11. In the below given table, consider the Rent, Gas, Water and Wi-Fi are fixed expenses, using Scenario Analysis:

Monthly Income	35,000
Rent	10,000
Travel	4,500
Food	3,000
Shopping	4,500
Going out	5,000
Electricity	1,000
Phone	500
Gas	1,000
Water	300
Wi-Fi	800
Total Expenses	30,600
Savings	4,400

Calculate Mr. X's Savings if:

Questions:

a) The Fixed Expenses increase by 14% each

b) Monthly Income increases by 8% and Variable Expenses increase by 12%

c) Monthly Income decreases by 6% and Variable Expenses decrease by 7%.