M.B.A. DEGREE EXAMINATION, MAY/JUNE - 2022
FIRST SEMESTER
PAPER - 101 : MANAGEMENT AND ORGANISATIONAL BEHAVIOUR

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

(Common Paper to University & 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. "There can be no control without a plan and plans cannot be successfully implemented in the absence of controls." Discuss with examples.

2. Briefly discuss techniques used in different steps involved in decision-making. Describe how to overcome barriers to effective decision-making, citing examples.

3. Do you think that "people behave on the basis of their perception of reality"? Discuss and explain the process of perception. Also describe the factors influencing perception.

4. What do you mean by personality? Critically examine various theories of personality.

5. Critically examine 'ERG theory' and 'McClelland's theory' of motivation, How are these theories applicable to work motivation?

6. Do you think that individuals and different groups in the organisations use variety of power tactics to obtain power? Discuss and explain the sources of power in an organisation.

7. Describe and discuss the dimensions and determinants of organisational culture.

8. Briefly discuss the Antecedents of Organizational Change and the various strategies to cope with change by citing examples.

9. What is Organisational Stress? Explain how stress leads to burnout with examples.

10. What is an Organisation Development Intervention? Explain its purpose. Briefly discuss advantages and disadvantages of any two types of interventions. Give examples.

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PART-B

(Case Analysis)

(20)

11. Read the case given below and answer the questions given at the end:

Robert, one of the field sales managers of Major Tools Ltd., had been promoted to his first headquarters assignment as an assistant product manager for a group of products with which he was relatively unfamiliar. Shortly after he had taken over this new assignment. One of the company's Vice Presidents, Smith called for a meeting of product managers and other staff to plan marketing strategies. Robert's superior (the product manager) was unable to attend, So the director of marketing, Reynolds, invited Robert to the meeting to help and orient him to his new job.

Because of the large gathering, Reynolds was rather brief in introducing Robert to Smith. After the meeting began, Smith — a crusty veteran with a reputation for bluntness — began asking a series of probing questions, which most of the product managers were unable to answer in detail. Suddenly, he turned to Robert and questioned him quite closely about his group of products. Somewhat confused, Robert confessed that he really did not know the answers.

It was immediately apparent to Reynolds that Smith had forgotten or had failed to understand that Robert was new to the job and was attending the meeting more for his own orientation than to contribute to it. He was about to offer a discreet explanation when Smith, visibly annoyed with what he took to be Robert's lack of preparation, snapped, "Gentlemen, you have just seen an example of sloppy staff work, and there is no excuse for it."

Reynolds had to make a quick decision. He could interrupt Smith and point out that he had judged Robert unfairly, but that might embarrass both his superior and his subordinate. Alternatively, he could wait until after the meeting and offer an explanation in private. As Smith quickly became engrossed in another conversation, Reynolds followed the second approach. Glancing at Robert, Reynolds noted that his expression was one of mixed anger and dismay. After catching his eye, Reynolds winked at Robert as a discreet reassurance that he understood and that the damage could be repaired. After an hour, Smith, evidently dissatisfied with what he termed the 'inadequate planning' of the marketing department in general, abruptly declared the meeting over. As he did so, he turned to Reynolds and asked him to remain behind for a moment. To Reynolds' surprise, Smith immediately raised the question of Robert himself. In fact, it turned out to have been his main reason for asking Reynolds to remain behind. "Look," he said, "I want you to tell me frankly, do you think I' was too rough with that kid?" Relieved, Reynolds said "Yes, you were. I was going to speak to you about it."

Smith explained to Reynolds. That Robert was new to his job had not registered in his mind adequately when they had been introduced, and that it was only sometime after his own outburst that the nagging thought began to occur to him that what he had done was inappropriate and unfair. "How well do you know him?" he asked. "Do you think I hurt him?"

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For a moment Reynolds took the measure of his superior. Then he replied evenly, "I do not know him very well yet, but yes, I think you hurt him."

"Damn, that is unforgivable," said Smith. He then telephoned his secretary to call Robert and ask him to report to his office immediately. A few moments later, Robert returned, looking perplexed and uneasy. As he entered, Smith came out from behind his desk and met him in the middle of the office. Standing face to face with Robert, who was 20 years and four organization levels his junior, he said, "Look. I have done something stupid and I want to apologize. I had no right to treat you like that. 1 should have remembered that you were new to your job but I did not. I am sorry.",

Robert was somewhat flustered. He muttered his thanks for the apology. "As long as you are here, young man," Smith continued, "I want to make a few things clear to you in the presence of your boss's boss. Your job is to make sure that people like me do not make stupid decisions. Obviously, we think you are qualified for your job or we would not have brought you in here. But it takes time to learn any job. Three months from now I will expect you to know the answers to any questions about products. Until then," he said, thrusting out his hand for the younger man to shake, "You have my complete confidence. And thank you for letting me correct a mistake."

Questions

(a) Discuss the impact of Smith's outburst on the organizational members.

(b) What do you think the apology meant to Robert?

(c) What is the most important aspect of the relations between management levels in this company

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M.B.A. DEGREE EXAMINATION, MAY/JUNE - 2022
FIRST SEMESTER
PAPER - 102 : MANAGERIAL COMMUNICATION

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

(Common Paper to University & 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. Communication is two-way process. Discuss.
2. State the barriers of communication and methods of overcoming them.
3. Mention any three (unexpected) situations that may arise in public speaking and state how you would handle them.
4. Distinguish clearly between:
   a. Kinesics and proxemics; and
   b. Speaking extemporaneously and speaking impromptu.
5. What are the various steps that involve in writing a Business Letters? Discuss
6. Prepare a Memo Report for circulating to all employees of your organization announcing a change in the working hours and explaining the reasons for the change.
7. Describe the ways of improving listening as a skill. Also list the benefits that would accrue to you if you improve your listening skill.
8. What is the importance of non-verbal communication techniques? .Justify your answer with examples.
9. Discuss communication etiquette to be followed in an organization with employees from Asia and USA.
10. Explain various technology based communication tools?

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PART - B

(Case Analysis)

(20)

11. Read the case given below and answer the questions given at the end:

Assume that you are the Secretary of your college Students' Union. You are expected to plan the various extra —curricular activities of' students.

Questions:

a. Now prepare Notice and Agenda.

b. Write the Minutes of the above meeting.

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M.B.A. DEGREE EXAMINATION, MAY/JUNE - 2022
FIRST SEMESTER
PAPER - 104 : ACCOUNTING FOR MANAGERS

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

(Common Paper to University & 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 Accounting Concepts and Conventions? Name them and explain any two accounting concepts in detail.

2. The following is the Trial Balance as on 31-12-2021. Prepare Trading and Profit and Loss Account and Balance Sheet.

Debit Balances:	**Rs.**
Stock (1-1-2021)	14,000
Purchases	1,26,000
Production wages	50,500
Salaries	16,000
Carriage Inward	9,100
Rent and Rates	5,200
Insurance	1,320
Machinery	52,000
Building	67,000
Sundry Debtors	44,000
Furniture	3,350
General expenses	2,600
Cash in hand	1,930
Bad debts	1,020
Bank	6,580
Credit Balances:	
Sales	2,20,000
Capital	1,45,600
Sundry Creditors	20,000
Secured Loans	15,000

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Adjustments to be made:

a) Stock on 31-12-2021 Rs.20,000

b) Depreciate machinery at 10% p.a.

c) Make provision @ 5% for bad and doubtful debts.

d) Provide discount on debtors @ 2.5%.

e) Insurance prepaid Rs. 120.

3. Discuss the nature and causes of Depreciation.

4. On 1.1.2001, X Ltd., purchased a machinery for Rs. 58,000 and spent Rs. 2,000 on its erection. On 1.7.2001 an additional machinery costing Rs.20,000 was purchased on 1.7.2003. The machine purchased on 1.1.2001 was sold for Rs. 28,600 and on the same date, a new machine was purchased at a cost of Rs 40,000.
Show the machinery Accounting for the first four calendar years according to written down value method of depreciation taking the rate @10% p.a.

5. State the essentials of a good budgetary control system.

6. For production of 10,000 electrical irons, the budget expenses are:

	Rs.		Rs.
Raw material	60	Selling expenses(10% fixed)	15
Direct labour	25	Direct variable expenses	10
Variable overheads	20	Administrative expenses (Rs. 1,00,000)	10
Fixed overheads (Rs.1,00,000)	10	Distribution expenses(20% fixed)	10
			160

Prepare a budget for production of a (a) 8,000 units and
(b) 6000 units.

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

7. Explain the process of creating a company in Tally ERP 9.

8. Explain the Role of Computers in Accounting Information Systems.

9. What is inflation accounting? Explain the advantages and disadvantages of inflation accounting.

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

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PART - B
(Case Analysis)

(20)

11. Read the case given below and answer the questions given at the end:

Prepare Trading and Profit and Loss Account for the year ended 3st March, 2002 and Balance Sheet as at that date from the following trial Balance of M/s Raj & Co.,

Dr. Balances	Rs.	Cr. Balances	Rs.
Drawings	45,000	Capital	1,60,000
Goodwill	80,000	Bills Payables	33,800
Land & Buildings	60,000	Creditors	70,000
Plant & Machinery	40,000	Purchase Returns	2,650
Loose Tools	3,000	Sales	4,18,000
Bills Receivables	3,000		
Stock 1.April,2001	40,000		
Purchases	2,51,000		
Wages	20,000		
Carriage Outwards	500		
Carriage Inwards	1,000		
Coal	5,800		
Salaries	35,000		
Rent, Rates & Taxes	2,800		
Discount	1,500		
Cash at Bank	25,000		
Cash in Hand	400		
Sundry Debtors	45,000		
Repairs	1,800		
Printing & Stationary	500		
Bad Debts	1,200		
Advertisements	3,500		
Sales Returns	2,000		
Furniture	11,200		
General Expenses	5,250		
	6,84,450		**6,84,450**

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Adjustments:

1. Closing stock on 31st March,2002 was Rs. 35,000.
2. Depreciate Plant & Machinery, Tools and Furniture by 10% and Land and Buildings by 5%.
3. Provide Rs. 1,500 for wages.
4. advertisements prepaid Rs.500.
5. Provide 5% on debtors against bad debts and 2 % against discount on creditors.

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M.B.A. DEGREE EXAMINATION, MAY/JUNE - 2022
FIRST SEMESTER
PAPER - 103 : MANAGERIAL ECONOMICS
(Revised Regulations w.e.f. 2021-2022)
(Common Paper to University & 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 is the fundamental nature of Managerial Economics? Discuss.

2. Distinguish between profit maximization and value maximization giving examples.

3. The demand function is written as Q_d= F (Po, Pc, Ps, Yd, T, A, CR, R, E, N, 0) Describe each of this variables separately giving examples.

4. Explain the concept of price elasticity of demand and the relationship between price elasticity, total revenue and marginal revenue.

5. Explain why the average cost curve is U-shaped. The long run average cost curve is always an envelope of short run average cost curves. Discuss.

6. Explain the concept of break-even analysis with the help of examples. What strategic decisions can a manager take based on break-even analysis?

7. What is oligopoly? Differentiate oligopoly from Monopoly.

8. What is the difference between perfect competition and monopoly? Explain the price determination with diagram under perfect competition.

9. What is Gross domestic product (GDP) and Net national product'? Discuss why study of GDP is helpful in making investment decisions for a profit-aiming firm?

10. One of the most significant business and economic trends of the late twentieth century is the rise of 'global' or 'stateless' Corporation. Critically comment on the statement taking examples from the real world firms.

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PART - B

(Case Analysis)

(20)

11. **Read the case given below and answer the questions given at the end:**

You are given to understand that the existing firm in a market derives 80% of its revenues from 20% of its customers. Your boss wants you to develop a strategy to enter this market to compete with the existing firm (incumbent). Your answer should focus on:

a) How you would target existing customers?

b) How you would seek to attract new customers?

c) It is possible that the incumbent will also change his strategy following your decision to enter. How according to you will the incumbent react?

d) What will be your counter strategy to combat the incumbent?

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M.B.A. DEGREE EXAMINATION, MAY/JUNE - 2022
FIRST SEMESTER
PAPER - 105 : QUANTITATIVE ANALYSIS FOR MANAGEMENT DECISIONS
(Revised Regulations w.e.f. 2021-2022)
(Common Paper to University & 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 significance and scope of quantitative techniques for managers in business and industry.

2. Given the function

$$f(x)=\begin{cases}15 & x<-4\\ 6-2x & x\geq -4\end{cases}$$

Evaluate the following limits, if they exist

1. $\lim_{x\to +7} f(x)$ 2. $\lim_{x\to -7} f(x)$

3. A slider in a machine moves along a fixed straight rod. Its distance X cm along the rod is given below for various values of the time t seconds. Find the velocity of the slider and its acceleration when t=0.3 seconds.

T	0	0.1	0.2	0.3	0.4	0.5	0.6
x	30.13	31.62	32.87	33.64	33.95	33.81	33.24

4. What is minimax-maximin principle? Explain in detail?

5. Find the sum of geometric series 2+6+18+54+..... Where there are 6 terms in the series.

6. Define arithmetic progression? Explain the sum of arithmetic series.

7. Using row operations, workout the rank of the matrix

$$A=\begin{matrix}1 & 1 & 0 & -1\\ 0 & 2 & -2 & 1\\ 3 & 2 & 0 & -4\\ 1 & -2 & a & 0\end{matrix}$$

Where 'a' is the real parameter. (Keep in mind that the rank of A depends on the value of 'a' so a case distinction is required.

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8. Solve the linear system

$3x + 2y - z = 10$

$5x - y - 4z = 17$

$X + 5y + \alpha z = \beta$

Where α, β are arbitrary real parameters using row reduction on the augmented matrix.

9. Use Dominance property to solve the following game

	B1	B2	B3	B4	B5
A1	4	4	2	-4	-6
A2	8	6	8	-4	0
A3	10	2	4	0	12

10. Consider the game of matching coins. Two players A and B put down a coin. If coins match i.e., both are head or both are tails, A gets rewarded by 1 otherwise B. however matching on heads gives a double premium. Obtain the best strategies for both players and the value of the game.

PART - B
(Case Analysis)

(20)

11. Read the case given below and answer the questions given at the end :

Solve the problem by using dominance property

		B	
	30	40	-80
A	0	15	-20
	90	20	50

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M.B.A. DEGREE EXAMINATION, MAY/JUNE - 2022
FIRST SEMESTER
PAPER - 106 : BUSINESS STATISTICS
(Revised Regulations w.e.f. 2021-2022)
(Common Paper to University & 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. Find out the Geometric Mean from the following data

Yield of Wheat (mounds)	7.5-10.5	10.5-13.5	13.5-16.5	16.5-19.5	19.5-22.5	22.5-25.5	25.5-28.5
No. of farms	5	9	19	23	7	4	1

2. Calculate Mean deviation for mean and median for the following data

Sales ('000)	0-10	10-20	20-30	30-40	40-50	50-60	60-70	70-80
No. of days	5	6	8	15	17	7	9	3

3. Calculate Karl Pearson Correlation Coefficient for the following data.

X	4	7	11	14	19	15
Y	18	16	17	19	19	21

4. Define Regression? Explain various properties of Multiple Regression?

5. Explain various types of index numbers?

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6. For the following data prove that the Fisher's index satisfies both the Time Reversal Test and Factor Reversal Test and calculate its value.

Commodity	Base Year		Current Year	
	Price	Quantity	Price	Quantity
A	6	50	10	56
B	2	100	2	120
C	4	60	6	60
D	10	30	12	24

7. State and prove the addition theorem of probability for 'n' events

8. A card is drawn from a well-shuffled pack of playing cards: What is the probability that it is either a spade or a king?

9. Define Hypothesis? Explain its testing procedure?

10. The following data from a study in which random samples of the employees of three government agencies were asked questions about their pension plan.

	Agency I	Agency II	Agency III
For the pension Plan	67	84	109
Against the pension plan	33	66	41

Use the 0.01 level of significance to test the null hypothesis that the actual proportions of employees favoring the pension plan are the same.

PART-B

(Case Analysis)

(20)

11. Read the case given below and answer the questions given at the end

Prepare the analysis of variance for the following data relating to per acre production data of wheat

Type of land	Type of seeds		
	A	B	C
W	6	5	5
X	7	5	4
Y	3	3	3
Z	8	7	4

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M.B.A. DEGREE EXAMINATION, MAY/JUNE - 2022
FIRST SEMESTER
PAPER - 107 : MODELLING WITH EXCEL (ON LINE)
(Revised Regulations w.e.f. 2021-2022)
(Common Paper to University & 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 Modelling? Explain various types of business models.
2. What are various rules for model design in modelling?
3. Briefly discuss about pivot table with suitable examples?
4. Explain the process of creating dynamic charts using excel?
5. Define capital budgeting? Explain its methods.
6. Explain in detail about various financial analysis techniques.
7. Explain various metrics of computing marketing in detail.
8. What are the various strategies of revenue management?
9. Briefly explain various steps in lot sizing methods.
10. Define project management? Explain its purpose and importance.

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PART - B

(Case Analysis)

(20)

11. Read the case given below and answer the questions given at the end :

In June 1993, Kombs Engineering had grown to a company with $25 million in sales. The business base consisted of two contracts with the U.S. Department of Energy (DOE), one for $15 million and one for $8 million. The remaining $2 million consisted of a variety of smaller jobs for $15,000 to $50,000 each. The larger contract with DOE was a five-year contract for $15 million per year. The contract was awarded in 1988 and was up for renewal in 1993. DOE had made it clear that, although they were very pleased with the technical performance of Kombs, the follow-on contract must go through competitive bidding by law. Marketing intelligence indicated that DOE intended to spend $10 million per year for five years on the follow-on contract with a tentative award date of October 1993. On June 21, 1993. the solicitation for proposal was received at Kombs. The technical requirements of the proposal request were not considered to be a problem for Kombs. There was no question in anyone's mind that on technical merit alone, Kombs would win the contract. The more serious problem was that DOE required a separate section in the proposal on how Kombs would manage the $10 million/year project as well as a complete description of how the project management system at Kombs functioned. When Kombs won the original bid in 1988, there was no project management requirement. All projects at Kombs were accomplished through the traditional organizational structure. Line managers acted as project leaders.

In July 1993, Kombs hired a consultant to train the entire organization in project management. The consultant also worked closely with the proposal team in responding to the DOE project management requirements. The proposal was submitted to DOE during the second week of August. In September 1993, DOE provided Kombs with a list of questions concerning its proposal. More than 95 percent of the questions involved project management. Kombs responded to all questions. In October 1993, Kombs received notification that it would not be granted the contract. During a post-award conference, DOE stated that they had no "faith" in the Kombs project management system. Kombs Engineering is no longer in business.

Questions:

1. What was the reason for the loss of the contract?
2. Could it have been averted?
3. Does it seem realistic that proposal evaluation committees could consider project management expertise to be as important as technical ability?

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