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MBAH 401

First Semester M.B.A. Degree Examination, January 2019
BUSINESS ADMINISTRATION
Principles and Practice of Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

Note : Answer to the question should **not** exceed **6** pages. **(1×15=15)**

1. Why is it important for every manager to understand the many different management theories that have been developed ? Explain.

SECTION – B

Note : Answer **any five** questions. **Each** question carries **8** marks. Answer to **each** question should **not** exceed **4** pages. **(5×8=40)**

2. "Sound organisation is an essential prerequisite of efficient management".
Comment.
3. Briefly discuss the challenges before twenty-first century managers.
4. Explain the nature and problems of delegation of authority.
5. Discuss different types of planning.
6. Describe the significance and techniques of coordination.
7. Discuss the importance of motivation in an organisation.
8. What is the importance of staffing as a function of management ? Explain.
9. Bring out and explain the essentials of a good control system.

P.T.O.



SECTION – C
(Compulsory)

(1×15=15)

Answer to the question should **not** exceed **6** pages.

10. Case analysis.

M/s ABC Ltd. is a medium sized engineering company producing a large range of product lines according to customer requirements. It has earned a good reputation as a quick and reliable supplier to its customers because of which its volume of business kept on increasing. However, over the past one year, the managing director of the company has been receiving customer complaints due to delays in despatch of products and at times, the company has to pay substantial penalty for not meeting the schedule in time.

The managing director convened an urgent meeting of various functional managers to discuss the issue. The Marketing Manager questioned the arbitrary manner of giving priority to products in manufacturing line, causing delays in products that are in great demand and over-stocking of products which are not required immediately. Production control manager complained that he does not have adequate staff to plan and control the production function; and whatever little planning he does, is generally overlooked by shop floor manager. Shop floor manager complained of unrealistic planning, excessive machine breakdowns, power failure, shortage of materials for scheduled products because of which it is impossible to stick to the schedule. Maintenance manager, says that he does not get important spares required for equipment maintenance because of which he cannot repair machines at a faster rate. Inventory control manager says that on the one hand the company often access him of carrying too much stock and on the other hand people are grumbling over shortages.

Fed up by mutual mud-slinging, the managing director decided to appoint you, a bright management consultant with training in business management to suggest ways and means to put his "house in order".

Questions :

- How would you examine if there is any merit in the remarks of various functional managers ?
 - What, in your opinion, could be the reasons for different managerial thoughts in this case ?
 - How would you design a system of getting correct information about job status to identify delays quickly ?
 - What would you suggest to promote coordinated interaction of various people to meet the scheduled dates ?
 - List some scientific decision aids that you may prescribe to improve the situation.
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Reg. No.

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MBAH 402

First Semester M.B.A. Examination, January 2019
BUSINESS ADMINISTRATION
Accounting for Managers

Time : 3 Hours

Max. Marks : 70

SECTION – A

(2×10 = 20)

Note : Answer **any two** questions. **Each** question carries **10** marks.
Answer to the question should **not** exceed **five** pages each.

1. What do you mean by GAAPs ? Briefly explain the structure of GAAPs.
2. Critically examine the implications of IFRS in the present accounting scenario.
3. Briefly explain various factors affecting the dividend decisions.

SECTION – B

(3×12 = 36)

Note : Answer **any two** questions. **Each** question carries **12** marks.
Answer to the question should **not** exceed **six** pages each.

4. Journalise the following transactions in the books of Mr. Manav and post them to ledger.

2010 April

- 02 Mohan commenced a business with cash Rs. 10,000
- 04 Took loan from bank Rs. 5,000
- 07 Purchased goods from Jitendra for Rs. 7,000 and from Anudeep Rs. 5,000
- 11 Sold goods to Jeevan for cash Rs. 4,000 and on credit Rs. 3,000

P.T.O.



- 12 Paid Anudeep on account by cheque Rs. 5,000
 - 18 Commission due to Sundar Rs. 115
 - 21 Drew for office use Rs. 860
 - 22 Purchased a motor car in exchange for goods Rs. 2,000 and cheque Rs. 3,000
 - 30 Jeevan is declared insolvent and a dividend of 50 paise is in the rupee is received in full settlement
5. Enter the following transactions in a Cash Book with three columns, Cash, Bank and Discount for the month of March, 2012

March, 2012

- 1 Cash in hand Rs. 400 and Bank Overdraft Rs. 600
- 2 Brought additional capital in cash Rs. 20,000
- 3 Deposited into Bank Rs. 10,000
- 5 Goods sold for cash Rs. 20,000 and allowed Cash Discount of Rs. 200
- 7 Commission paid to agent Rs. 1,000
- 9 Cash Sales of Goods Rs. 2,000
- 10 Goods sold to Radha on Credit Rs. 30,000
- 14 Purchased goods from Sarika for Rs. 30,000 less 2% discount and paid the amount by cheque.
- 17 Transferred Rs. 10,000 from Private Bank A/c to Business Bank A/c.
- 19 Received cheque from Radha Rs. 29,400 and allowed her discount of Rs. 600
- 21 Goods insured against fire for Rs. 1,00,000 and paid Insurance Premium at 4% by cheque.
- 23 Purchased 5% Govt. Bonds of Rs. 2,000 at 95% and paid amount by cheque
- 25 Paid Rent Rs. 1,000 by cheque
- 27 Furniture purchased on credit from Ganesh Traders Rs. 14,000
- 29 Goods sold for cash Rs. 40,000 and allowed cash discount at 1%.
- 30 Paid salary Rs. 4,000 by cheque



6. "Anticipate no profits but provide for all possible losses." Elucidate the statement.
7. Pentacol Co. purchased machinery on 1st April, 2008 for Rs. 8,40,000 and Rs. 60,000 on installation of the machinery immediately. Life of the machine is estimated as four years and at the end of which its scrap value is expected to be Rs. 1,00,000. The company has decided to depreciate the machinery under straight Line Method. The company closes its books of accounts on 31st March every year.
- Show Machinery A/c for the four years.
8. Explain the scope and objectives of financial management.

SECTION – C
(Compulsory)

(1×14 = 14)

Note : Answer to the question should **not** exceed **six** pages.

9. From the following Trial Balance of Ganesh Traders prepare Trading and Profit and Loss A/c for the year ended 31-3-2012 and the Balance Sheet as on that date :

| Debit Balance | Rs. | Credit Balance | Rs. |
|-------------------|----------|----------------|----------|
| Purchases | 1,96,000 | Sales | 4,24,000 |
| Wages | 42,000 | Capital | 2,20,000 |
| Stock on 1-4-2011 | 50,000 | Creditors | 70,000 |
| Printing | 34,000 | Returns | 4,600 |

MBAH 402

-4-



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|------------------------------------|-----------------|---------------|-----------------|
| Insurance paid (upto 30-9-2012) | 4,400 | Loan | 36,000 |
| Salaries | 64,000 | Rent received | 6,400 |
| Carriage Inward | 20,000 | | |
| Stationery | 28,000 | | |
| Advertising | 24,000 | | |
| Building | 70,000 | | |
| Machinery | 1,20,000 | | |
| Debtors | 60,000 | | |
| Returns | 4,000 | | |
| Cash in hand | 4,600 | | |
| Patents | 40,000 | | |
| | 7,61,000 | | 7,61,000 |

Adjustments :

- 1) Closing stocks valued at Rs. 52,000.
 - 2) Outstanding expenses are : Wages Rs. 3,600, Salaries Rs. 7,600 and Printing Bill Rs. 2,400.
 - 3) Depreciate Machinery at 10% p.a. Patents are to be revalued on 31-3-2012 at Rs. 36,400.
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Reg. No.

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MBAH 403

**I Semester M.B.A. Degree Examination, January 2019
(Choice Based Credit System)
BUSINESS ADMINISTRATION
Organisational Behaviour**

Time : 3 Hours

Max. Marks : 70

**SECTION – A
(Compulsory)**

Note : Answer to the question should **not** exceed **six** pages. **(1×15=15)**

1. Discuss the major theoretical explanation to group formations. Which explanation, do you think, is most relevant to the study of organisational behaviour ?

SECTION – B

Note : Answer **any five** of the following questions. **Each** question carries **8** marks. Answer to the questions should **not** exceed **five** pages. **(5×8=40)**

2. What is attribution theory ? How can local of control be applied to workers and managers ?
3. Distinguish between sensation and perception. Examine the external factors that affect perceptual selectivity.
4. Explain the four major dimensions of Myers-Briggs Type Indicator (MBIT). How can the MBIT be used effectively ?
5. What types of barriers prevent people from changing their attitudes ? How can attitudes be changed ?
6. In Vroom's model, what are valence, expectancy and force ? How do these variables relate to one another and to work motivation ?
7. How does power differ from authority ? Briefly summarize each of the French and Raven power types.
8. Discuss various strategies for preventing and effectively managing stress.
9. How do groups or teams in conflict behave ? What are some antecedent conditions of intergroup conflict ?

P.T.O.



SECTION – C
(Compulsory)

Note : Answer to the questions should **not** exceed **six** pages.

(1×15=15)

10. Good people — valuable employees — quit their jobs every day. Usually, they leave for better positions elsewhere. Take Ken, an experienced underwriter in a northeastern insurance company, who scribbled the following remarks on his exit interview questionnaire :

This job isn't right for me. I like to have more input on decisions that affect me — more of a chance to show what I can do. I don't get enough feedback to tell if I'm doing a good job or not and the company keeps people in the dark about where it's headed. Basically, I feel like an interchangeable part most of the time.

In answer to the question about whether the company could have done anything to keep him, Ken replied simply, "Probably not".

Why do so many promising employees leave their jobs ? And why do so many others stay on but perform at minimal levels for lack of better alternatives ? One of the main reasons — Ken's reason can be all but invisible, because it's so common in so many organizations : a systemwide failure to keep good people.

Corporations should be concerned about employees like Ken. By investing in human capital, they may actually help reduce turnover, protect training investments, increase productivity, improve quality and reap the benefits of innovative thinking and teamwork.

Human resource professionals and managers can contribute to corporate success by encouraging employees, empowerment, security, identity, "connectedness" and competence. How ? By recognizing the essential components of keeping their best people and by understanding what enhances and diminishes those components.

Ken doubts that his company will ever change, but other organizations are taking positive steps to focus on and enhance employee retention. As a result, they're reducing turnover, improving quality, increasing productivity and protecting their training investments.

1. Do you think that Ken's self-esteem had anything to do with his leaving the firm ?
2. What do you think were Ken's satisfaction with and commitment to the job and firm he is leaving ? How does this relate to the research on the determinants and outcomes of satisfaction and commitment ?
3. What lesson can this company learn from the case of Ken ? What can and should it now do ?

Reg. No.

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MBAH 404

First Semester M.B.A. Degree Examination, January 2019
BUSINESS ADMINISTRATION
Business Research Methods

Time : 3 Hours

Max. Marks : 70

SECTION – A

Note : Answer **any two** of the following questions. **Each** question carries **10** marks.
Answer to the question should **not** exceed **five** pages. **(2×10=20)**

1. What is research problem ? Explain the steps in formulating research problem.
2. Explain the steps involved in sample survey.
3. Briefly explain different research designs and its suitability in research.

SECTION – B

Note : Answer **any three** of the following questions. **Each** question carries **12** marks.
Answer to the question should **not** exceed **six** pages. **(3×12=36)**

4. There are 5 white and 7 red balls in a bag. A ball is drawn and then replaced. What is the probability that a white and a red ball are drawn in that order ? What would be the probability if the balls drawn are not put back into the bag ?
5. A sales tax officer has reported that the average sales of the 500 businesses that he has to deal with during a year amount to Rs. 36,000 with a standard deviation of Rs. 10,000. Assuming that the sales in these businesses are normally distributed, find
 - i) The number of businesses the sales of which are over Rs. 40,000.
 - ii) The percentage of businesses, the sales of which are likely to range between Rs. 30,000 and Rs. 40,000.
 - iii) The probability that the sales of a business selected at random will be over Rs. 30,000.

P.T.O.



6. A stock market analyst wants to study the impact of the type of company on the quarterly averages of the Earnings Per Share (EPS). So he collected four quarterly averages of four different companies during the last financial year from capital market, which are summarized as:

| | Company | | | | |
|-----|---------|----|----|----|----|
| | | C1 | C2 | C3 | C4 |
| EPS | Q1 | 12 | 16 | 25 | 13 |
| | Q2 | 8 | 18 | 15 | 8 |
| | Q3 | 16 | 10 | 22 | 20 |
| | Q4 | 19 | 11 | 9 | 5 |

Check whether there is significant difference between different companies in terms of EPS at a significance level of 5%.

7. The advertising manager of Shilpi Advertising Agency while advising claimed that an attractive picture display on a vending machine will increase the sales. In testing his claim, it was found that on 40 days without display had a mean sale of Rs. 100 per day with a standard deviation of Rs. 20. The average sale for the next 40 days when display was used was Rs. 110 per day with a standard deviation of Rs. 25. As a client, will you accept the claim of the advertising manager at five percent level of significance ?
8. The following table gives the number of good and defective parts produced by each of the three shifts in a factory.

| Shift | Good | Defective | Total |
|--------------|------|-----------|-------|
| Day | 900 | 130 | 1030 |
| Evening | 700 | 170 | 870 |
| Night | 400 | 200 | 600 |
| Total | 2000 | 500 | 2500 |

Is there any association between the shift and the equality of the parts produced ? Use a 0.05 level of significance.



SECTION – C

(Compulsory)

(1×14=14)

9. Ashok Leyland, a major manufacturer of Trucks and Buses, has decided to make a foray into small passenger transport vehicles. Their product development team has developed an MUV (Multi Utility Vehicle) with 7 seats and 8 seats configuration. They found that MUVs like Toyota Innova, GM Tavera and many more other models from Mahindra and Tata Motors are doing good business in India. The company outsourced the research to find out the market potential for MUV in India to Market Research Group (MRG). MRG conducted sample market studies in Salem in Tamilnadu and Gorakhpur in Uttar Pradesh. They submitted a market potential report to Ashok Leyland, which suggested that there is good potential in the market for MUV. Based on the research report, the company launched the MUV Stile with technological collaboration with Nissan India Ltd. This product is similar to Nissan Evalia. In May 2015 Ashok Leyland took a decision to withdraw Stile due to weak sales.

Questions :

- a) Was the research done by MRG scientific ?
- b) What were the limitations in the research methodology ?
- c) What could have been appropriate research method ?

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MBAS 405

First Semester M.B.A. Degree Examination, January 2019
BUSINESS ADMINISTRATION
Economics for Managers

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

(1×15=15)

1. Why managerial economics being considered a central part of each functional area of management ? Discuss.

SECTION – B

Note : Answer **any five** questions. **Each** question carries **eight** marks. Answer to the question should **not** exceed **six** pages.

(5×8=40)

2. Explain variation in demand and change in demand.
3. Discuss the practical importance of price elasticity to the firms.
4. Determine the relationship between a total product curve that first increases at an increasing rate and then increases at a decreasing rate and the total cost curve.
5. Explain the law of variable proportions with the help of isoquant curve.
6. How does a firm attain equilibrium under monopoly ? Elucidate with illustration.
7. What is the purpose of forecasting in business ? Explain the uses and limitations of trend method of forecasting.
8. Explain the objectives of pricing policy and what factors are involved in it.
9. Critically evaluate Keynesian theory of Business Cycle.

P.T.O.

MBAS 405



**SECTION – C
(Compulsory)**

Note : Answer to the question should **not** exceed **six** pages.

(1×15=15)

10. Below is the demand schedule for a product.

| Price (Rs./Unit) | Demand (Units/Week) |
|-------------------------|----------------------------|
| 100 | 400 |
| 90 | 500 |
| 80 | 600 |
| 70 | 700 |
| 60 | 800 |
| 50 | 900 |
| 40 | 1000 |

Calculate the price elasticity of demand and comment on your results when :

- the price is reduced from Rs. 90 to Rs. 80 per unit.
- the price is reduced from Rs. 50 to Rs. 40 per unit.

Reg. No.

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MBAS 408

First Semester M.B.A. Degree Examination, January 2019
BUSINESS ADMINISTRATION
Computer Applications in Business

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

Note : Answer to the question should **not** exceed **six** pages.

(1×15=15)

1. Illustrate and explain the different types of information systems. Discuss how these systems are useful in different functions of business.

SECTION – B

Note : Answer **any five** questions. **Each** question carries **8** marks. Answer to the question should **not** exceed **five** pages.

(5×8=40)

2. Discuss the important models of E-commerce.
3. "The internet is a driving force behind developments in telecommunications, networks and other information technologies". Do you agree or disagree ? Why ?
4. Explain how mail merge is useful and efficient. Also write the steps involved in mail merge process.
5. Explain the following types of software with appropriate examples :
 - i) Stand-alone software.
 - ii) Embedded software.
 - iii) Real-time software.
 - iv) Network software.

P.T.O.



6. Give the use of following functions in excel with syntax and example :
if (), Sum if (), Sum (), Upper (); Count (), and average ().
7. Discuss the control issues in MIS.
8. What are the ethical issues in E-Commerce and M-Commerce ?
9. Explain Expert system with an example.

**SECTION – C
(Compulsory)**

Note : Answer to the question should **not** exceed **six** pages.

(1×15=15)

10. Emerging as a multinational E-commerce company, Amazon has turned out to be leading online retailer offering cloud computing services. Two technologies driving the growth of Amazon has been the integration of customer relationship management and information management to the overall business strategy. Linux has been a core strength behind the technology of Amazon, the IT infrastructure of the organization has been built in such a way that could handle more than millions of operations and also handles queries.

The company has been exposed to threats of storing and securing the credit cards and debit cards information. The company uses the customer relationship management module under enterprise resources management to store personalized information and purchasing trends of its customers which is integrated with the marketing and advertising campaigns of the organization. The sales strategy of Amazon has been very unique that reflects its MIS. The operations of the company have made a transition from a single level sales strategy to that of multi level e-commerce strategy.

The initial growth of the organization was favoured by business to consumer models of selling and business to business mode of operations. The recent development in the E-commerce population has enhanced the interactions between the consumer and the business thus forcing Amazon to give more priority and customization to its IT to value and respect reviews of the customers as a part of their business operations. The exclusion of the retailers has been the signs of growth in Amazon as it allows the customers to sell and buy the products using Amazon as a platform.



The business model of Amazon reflects the management information systems. Elastic cloud computing has been yet another vibrant web service offered by Amazon. The objective of E2C at Amazon has been to serve the developers who work with web scale computing. It offers the end users the complete control over computing actions and lets customers to use the computer environment of Amazon. The pros of E2C computing at Amazon are its ability to save more time there by ignoring the needs of booting a new server. Amazon machine image is being created by the end user to utilize E2C services. The most attractive part of E2C is the feature of paying only for the actual use and also helps the developers to customize their applications so that most common failure scenario is being isolated.

The technology used by Amazon comprises web service, middleware, group ware and most importantly networking. These lay the pillars of management information systems. The enterprise systems that are integrated with the internet are the logistics, accounting and the human resources. The technology and the enterprise systems at Amazon are interconnected with vibrant relational data base management systems which are interdependent on one another.

- 1) What would be the recommendations to sort products and anti-phishing interventions to Amazon as IT manager ?
- 2) How can the company establish customer relationship management interventions across the business operations ?
- 3) Advocate solution to resolve the existing gap between the marketing and sales activities of Amazon.