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**MBAH 401**

**I Semester M.B.A. Degree Examination, January 2020**

**BUSINESS ADMINISTRATION**

**Principles and Practice of Management**

Time : 3 Hours]

[Max. Marks : 70

**SECTION -A**

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

1. Trace out the relevance of management functions in the context of today's Indian business environment.

**SECTION -B**

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

2. Critically analyze, with examples, the significance and process of decision - making.
3. Explain with suitable examples merits and limitations of formal and informal organization.
4. Analyze how important the acquisition and maintenance of staffing in Management.
5. Explain the relevance of Maslow's theory of Motivation to present day IT Organizations.
6. Describe with examples common types of standards used in control process.
7. Distinguish between westernization and Easternization of Management.
8. Explain the challenges encountered by organizations due to multiculturalism.
9. 'Communication is a managerial function' - Elucidate.



SECTION - C  
(Compulsory)

Answer the following question should not exceed six pages : (1 × 15 = 15)

10. Many consider Ricardo Semler, CEO of Semco Group of Sao Paulo, Brazil, to be a radical. He has never been the type of leader most people might expect to be in charge of a multimillion-dollar business. Semler breaks all the traditional "rules" of leading. He is the ultimate hands-off leader; he does not even have an office at the company's headquarters. As the "leading proponent and most tire-less evangelist" of participative management, Semler says his philosophy is simple: Treat people like adults, and they'll respond like adults.

Underlying Semler's participative management approach is the belief that "organizations thrive best by entrusting employees to apply their creativity and ingenuity in service of the whole enterprise, and to make important decisions close to the flow of work, conceivably including the selection and election of their bosses." And according to Semler, his approach works well.

At Semco, you will not find most of the trappings of organizations and management. There are no organizational charts, no long-term plans, no corporate values statements, no dress codes, and no written rules or policy manuals. The company's employees decide their work hours and their pay levels. Subordinates decide who their bosses will be, and they review their boss's performance. The employees also elect the corporate leadership and decide most of the company's new strategic initiatives. Each person-including Ricardo Semler-has one vote.

Semler did not pursue such radical self-governance out of some altruistic ulterior motive. Instead, he felt it was the only way to build an organization that was flexible and resilient enough to flourish in chaotic and turbulent times. He maintains that this approach has enabled Semco to survive the roller-coaster nature of politics and economy.

**Questions :**

- (a) Describe Ricardo Semler's leadership style. What do you think might be the advantages and drawbacks of his style?
- (b) What challenges might a radically hands-off leader face? How could those challenges be addressed?
- (c) What could other businesses learn from Ricardo Semler's approach to leadership?



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**MBAH 402**

**I Semester M.B.A. Degree Examination, January 2020**

**BUSINESS ADMINISTRATION**

**Accounting for Managers**

Time : 3 Hours]

[Max. Marks : 70

**SECTION-A**

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

1. Why are accounting concepts and conventions required? How do you distinguish between accounting concepts and conventions?
2. "Depreciation accounting is a process of allocation and not of valuation". Comment
3. What is cost of capital? Discuss the importance of cost of capital in detail

**SECTION - B**

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

4. On 31st December, 2018, the pass book of a merchant shows a credit balance of Rs. 3,357. The cheques and drafts sent to the bank but not collected and credited amounted to Rs. 790, and three cheques drawn for Rs. 300, Rs. 150 and Rs. 200 respectively were not presented for payment till 31st January next year. The bank has settled a bill payable amounting to Rs. 1,000 but it has not been entered in the cash book and a bill receivable of Rs. 500 which was discounted with the bank was dishonoured by the drawee on due date.

The bank has charged Rs. 13 as its commission for collecting outstation cheques and has allowed interest Rs. 10 on the trader's balance.

Prepare a Bank Reconciliation Statement and show the balance as per cash book.

5. Elaborate the factors affecting the dividend division of a company.





6. Surendra commenced business on 1st January, 2019: His transactions for the month are given below. Journalise them.

2019		Rs.
Jan. 1	Commenced business with a cash capital	20,000
Jan. 2	Paid into bank	10,000
Jan. 3	Bought goods from Rames & Co.	5,000
Jan. 3	Sold goods to Rajesh	4,000
Jan. 7	Bought goods of Ram Chand	6,000
Jan. 8	Paid wages in cash	200
	Sold goods to Mahesh Chand	5,000
Jan. 10	Received cheque from Rajesh (discount allowed Rs. 200)	3,800
Jan. 10	Paid into bank	4,000
Jan. 11	Paid to Ramesh & Co. (discount received Rs. 200)	4,000
Jan. 12	Paid rent for three months of March	400
Jan. 13	Bought goods from C. Khare	7,400
Jan. 15	Wages Paid in cash	80
Jan. 15	Paid office expenses in cash	70
Jan. 16	Sold goods to Jagadish	3,200
Jan. 17	Sold goods to Rajesh	1,600
Jan. 21	Sold goods to Mahesh Chand	2,500
Jan. 21	Payment received by cheque from Jagdish	3,200
Jan. 22	Paid wages in cash	80
Jan. 22	Paid office expenses in cash	50
Jan. 25	Paid Ram Chand by cheque (discount Rs. 200)	5,800
Jan. 26	Received cheque from Mahesh Chand (Discount Rs. 200)	4,800
Jan. 27	Mahesh Chand returned goods not up to the sample	200
Jan. 29	Paid wages in cash	80
Jan. 31	Paid office expenses in cash	40
Jan. 31	Paid salaries for the month	300
Jan. 31	Cash used at home	400



7. What are the techniques of Financial Statement Analysis? Explain them briefly.
8. What are the rules regarding 'expense recognition'? Discuss these with reference to accrual method of accounting.

SECTION - C  
(Compulsory)

Answer to the question should not exceed six pages each : (1 × 14 = 14)

9. From the following trail balance of Karnataka Company Ltd. Prepare trading and profit and loss account for the year ended 31st March 2019 and the Balance Sheet as on that date after taking into account the adjustments given.

Debit Balance	Dr (Rs.)	Credit Balance	Cr(Rs.)
Karnataka Company's drawings	4,500	Karnataka Company's capital	24,000
Purchases	20,000	Sales	30,500
Return inwards	1,500	Discount	1,900
Stock (1- 4 - 2018)	8,000	Sundry Creditors	10,000
Salary	4,200	Bills Payable	2,500
Wages	1,200		
Rent	350		
Bad debts	400		
Discounts	700		
Sundry debtors	14,000		
Cash in hand	260		
Cash at bank	5,940		
Insurance	400		
Trade expenses	300		
Printing	150		
Furniture	2,000		
Machinery	5,000		
	<hr/>		<hr/>
	68,900		68,900

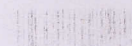




**Adjustments:**

- (a) Closing stock was valued at Rs.7,000.
- (b) Insurance was prepaid to the extent of Rs. 60.
- (c) Outstanding liabilities were, salary Rs. 200 and wages Rs. 200.
- (d) Make provision for doubtful debts at 5% on sundry debtors.
- (e) Calculate interest on capital 5% P.A.
- (f) Depreciation is provided at 5% on machinery and 10% on furniture.
- (g) Provide for discounts on creditors at 1%.

Karnataka Company's		Karnataka Company's	
Particulars		Particulars	
Capital	4,500	Capital	4,500
Drawings		Drawings	
Profit		Profit	
Stock (1-4-2018)	7,000	Stock (1-4-2018)	7,000
Salary	200	Salary	200
Wages	200	Wages	200
Rent	350	Rent	350
Bad debts	400	Bad debts	400
Discounts	700	Discounts	700
Sundry debtors	14,000	Sundry debtors	14,000
Cash in hand	350	Cash in hand	350
Bank	14,000	Bank	14,000
Trade expenses	300	Trade expenses	300
Printing	2,000	Printing	2,000
Furniture	2,000	Furniture	2,000
Machinery	2,000	Machinery	2,000
<b>Total</b>	<b>68,000</b>	<b>Total</b>	<b>68,000</b>





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**MBAH 403**

**I Semester M.B.A. Degree Examination, January 2020**

**BUSINESS ADMINISTRATION**

**Organizational Behaviour**

Time : 3 Hours]

[Max. Marks : 70

**PART - A**

(Compulsory)

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

1. Explain the three determinants of organizational behavior which impact organizational effectiveness.

**PART - B**

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

2. Examine critically the features of Type A and Type B personalities.
3. Explain the barriers accepting diversity. How to manage diversity?
4. Explain the components of attitude.
5. Describe classical conditioning and operant conditioning learning theories.
6. Explain the various approaches to conflict resolution.
7. How is the two-factor theory of motivation relevant in formulating HR policies?
8. Explain the Lewin's change model.
9. Explain the factors influencing perception.





PART-C  
(Compulsory)

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

10. SAS Institute Inc. is probably the least-well-known major software company in the world. The company makes statistical analysis software (hence the acronym SAS). It is growing very rapidly. From 1,900 employees five years ago, it now has 5,400. SAS is not your typical software company, it is not your typical *anything* company!

At its headquarters, just outside Raleigh, North Carolina, there is a 36,000-square-foot gym for employees. There is a large, hardwood aerobic floor; two full-length basketball courts; pool tables; a private, sky-lighted yoga room; and workout areas. Outside, there are soccer and softball fields. Massages are available several times a week, and classes are offered in golf, African dance, tennis, and Tai chi. The Company operates the largest on-site day-care facility in North Carolina. To encourage families to eat lunch together, the SAS cafeteria supplies baby seats and high chairs. To encourage families to eat dinner together, the company has a seven-hour workday, five days a week. Unlike many work-obsessive software firms, most SAS employees leave the office by 5 P.M. Management likes to call its workplace culture "relaxed."

The list of employee amenities at SAS goes on and on. Unlimited soda, coffee, tea, and juice. One week paid vacation between Christmas and New Year's Day. An on-site health clinic staffed with six nurse practitioners and two physicians. Zero cost to employees for health insurance. Dirty workout clothes laundered overnight at no charge. Casual dress every day. Eldercare advice and referrals. Unlimited sick days and use of sick days to care for sick family members.

Is this anyway to run a business? Management thinks so. SAS's strategy is to make it impossible for people not to do their work. Even though the company provides no stock options and salaries no better than competitive, the company has built an unbelievably loyal workforce. Whereas competitors typically have turnover rates above 30 percent, SAS's rate has never been higher than five percent.





Management claims that it saves \$67 million a year just in employee replacement-related costs such as recruitment, interviews, moving costs for new hires, and lost work time. That gives it an extra \$12,500 per year per employee to spend on benefits.

Just in case anyone wonders if the company makes any money, we will add the following: just two people Jim Goodnight and John Sail own SAS. *Forbes* magazine recently listed Goodnight, with \$3 billion, as number 43 on its list of the 400 richest people in America. Sail, with \$1.5 billion, was number 110.

**Questions :**

- (a) Discuss the organization climate variables influencing employee morale of SAS.
- (b) Do you think the strategy adopted by SAS is right to retain and maintain the existing workforce?



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**MBAH 404**

**I Semester M.B.A. Degree Examination, January 2020**

**BUSINESS ADMINISTRATION**

**Business Research Methods**

Time : 3 Hours]

[Max. Marks : 70

SECTION - A

(Compulsory)

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

**(2 × 10 = 20)**

1. Discuss the different types of non-probability sampling techniques.
2. Explain the steps involved in research process.
3. Explain the need and features of research designs.

SECTION - B

Answer **any three** of the following questions. Each question carries **12** marks. Answer to each question should not exceed six pages :

**(3 × 12 = 36)**

4. Explain the layout of business research report.
5. The mean and standard deviation of the wages of 6000 workers engaged in a factory are Rs. 1200 and Rs. 400 respectively. Assuming the distribution to be normal, estimate:
  - (a) The percentage of workers getting wages above Rs. 1600
  - (b) Number of workers getting wages between Rs. 600 and Rs.900
  - (c) Number of workers getting wages between Rs. 1100 and Rs. 1500.





6. A Consumer durable manufacturing company arranged a special training programme for its employees. The company wants to measure the change in attitude of its employees after the training program. The company selected a random sample of 7 employees. The score obtained by these employees is in the table given below. At  $\alpha=0.10$  can we conclude there is change in the attitude of the employees after the training program.

Employee	1	2	3	4	5	6	7
Score before training	30	29	28	32	27	31	32
Score after training	32	31	29	30	28	30	31

7. A financial consultant is interested in the differences in capital structure within different firm sizes in certain industry. The consultant surveys a group of firms with assets of different amounts and divides the firms into three groups. Each firm is classified according to whether its total debt is greater than stockholders' equity or whether its total debt is less than stockholders' equity. The results of the survey are:

		Asset size of the firm (Rs. in Lakhs)		
		<500	500 to 2000	>2000
Capital Structure	Debt Less than Equity	7	10	8
	Debt More than Equity	10	18	9

- Do the sizes have the same capital structure? Use 10 percent significance level.
8. A tube light producer needs an estimate of bulbs under normal conditions. Suppose he selects at random a sample of 100 bulbs and the following data is collected on their useful life:

Average life of the bulb: 750 hours.

Sample Standard deviation: 50 hours.

Since the producer produces, several thousands of bulbs annually, the producer request you to find interval estimate at 90 percent, 95 percent and 99 percent.



SECTION -C  
(Compulsory)

Answer to this question should not exceed 6 pages : **(1 × 14 = 14)**

9. Use the following data to check the whether there is difference in mean score obtained by different class consumers, use  $\alpha = 0.05$

No.	Service class	Business class	Consultants
1	40	42	38
2	42	43	40
3	43	45	43
4	48	45	44
5	45	48	47
6	44	42	48
7	46	46	45
8	42	44	46

## SECTION - B

Answer any three of the following questions. Each question carries 12 marks. Answer to each question should not exceed six pages :

**(3 × 12 = 36)**

1. Explain the layout of business research report.

2. The mean and standard deviation of the wages of 6000 workers engaged in a factory are Rs. 1200 and Rs. 400 respectively. Assuming the distribution to be normal, estimate:

- The percentage of workers getting wages above Rs. 1600.
- Number of workers getting wages between Rs. 600 and Rs. 900.
- Number of workers getting wages between Rs. 1100 and Rs. 1300.

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**MBAS 405**

**I Semester M.B.A. Degree Examination, January 2020**

*(Choice Based Credit System)*

**BUSINESS ADMINISTRATION**

**Economics for Managers**

Time : 3 Hours]

[Max. Marks : 70

**SECTION - A**

(Compulsory)

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

1. Does managerial economics help the business administration students integrate the knowledge gained from other courses? Discuss

**SECTION - B**

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

2. What happens to the demand when the following changes occur:
  - (a) The price of the commodity decreases
  - (b) Income increases and the commodity is a necessity.
  - (c) Income increases and commodity is inferior good.
  - (d) The price of the substitute good increases.
3. Is price elasticity same throughout a given demand curve? Explain.
4. Discuss the different approaches to forecasting demand for new products.
5. Explain the various cost concepts relevant for decision making at the firm level.
6. Explain laws to returns to variable proportions and the law of returns to scale.





7. How price and output decisions are taken under conditions of oligopoly. Explain with illustration.
8. Critically evaluate monetary theory of business cycle.
9. Explain the objectives and importance of fiscal policy.

**SECTION-C**  
(Compulsory)

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

10. With the help of trend projection method, draw the line of best fit and find out the computed values of sales for the years 2020, 2021 and 2022. Sales for the past five years is given as follows:

Year	Sales (in millions of units)
2015	75
2016	85
2017	80
2018	83
2019	87

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**MBAS 408**

**I Semester M.B.A. Degree Examination, January 2020**

**BUSINESS ADMINISTRATION**

**Computer Application in Business**

Time : 3 Hours]

[Max. Marks : 70

SECTION - A

(Compulsory)

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

1. Discuss the emerging concepts and issues in Information Technology.

SECTION - B

Answer **any five** of the following. Answer to each question should not exceed five pages. **(5 × 8 = 40)**

2. Explain how DBMS will help the Business, with examples.
3. Explain the Infrastructure of Internet. And how the internet has impacted on society.
4. Explain how Microsoft Excel can be used by the Manager.
5. What are the several factors that led to the emergence of E-Commerce in the market.
6. Explain the future trends in MIS.
7. Describe E-Business in detail. What are the various opportunities in E-Business? Explain.
8. What do you mean by Electronic data Interchange? Explain in details.
9. What is information system? Explain major information system resources.



**SECTION – C**  
(Compulsory)

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

## 10. Case study:

The wireless revolution is no longer a challenge of the future but a stark reality for today's business leaders. We are now entering a very different world which offers for greater chances when it comes to how we work, shop and access information. It changes how we perform everyday activities like banking, hotel check-in, trading shares or field force automation. With the profusion of internet devices coming on to the market and greater maturity in the technology which drives this industry, the wireless world is fast reaching beyond young; upwardly mobile professionals to the everyday consumer and that means big opportunity for business. Wireless technology has now reached a stage of technical commercial maturity where it is being implemented by many private and public sector organizations. The convergence between two of the fastest growing markets, mobile and Internet, is real.

IBM estimates the Internet revolution to be less than 3% complete which clearly highlights the enormous opportunities within this space. In fact, there are tremendous profits to be realized but they must be earned with a sound wireless strategy and the technological backbone to support it. The challenge of wireless for all businesses is in making their data work better, faster and in a more personalized way. The IT infrastructure must provide a foundation which allows the wireless solution to seamlessly integrate with business applications.

It must be manageable and saleable enough to allow businesses to incorporate new technologies as they emerge. As wireless technology becomes more fully developed, and as the bandwidth increases and the availability of "always on" connectivity and functionality becomes more widespread, innovative, next generation appliances will be created that are vastly different from those delivered over the existing static networks.

Wireless technology adoption has already reached a level where all businesses should have reviewed or be reviewing their business environment to assess where these technologies are able to provide benefit for them.





IBM continues to invest in the wireless space, with more than US \$1 billion over the next four years dedicated to increasing our service capabilities for wireless and pervasive computing solutions. This year alone, IBM will spend more than US \$5 million training services specialists on wireless technology.

They have also established partnerships with leading IT players to provide the foundation for new wireless data services for Asia Pacific businesses.

Millions of people have already embraced the newest of wireless technologies. Take for example the Australian open in January 2001. Almost half a million tennis fans used their Internet enabled mobile phones or handheld devices to access tournament news and up to the minute scores. Real business results were achieved and thanks to IBM. Tennis Australia is now at the forefront of major international sporting events in terms of technology.

Today, it is the young mobile professional most people think of when they think "wireless." But as time goes on, end users are only going to become more comfortable with wireless devices, and the uptake will move further into the main stream. This move will result in added pressure on existing infrastructure and delivery mechanisms, but on the positive side, increased reach to new customers. Businesses need an experienced partner to help them navigate safely and securely through this valuable new opportunity.

The wireless Internet has now moved beyond initial type, and is at the stage where serious business decisions need to be made.

The immediate wireless opportunities are applications which are time critical, location specific, or spontaneous in nature. The state is practically clean, but new dreams of wireless application fortunes are just that, unless your business can adapt to the unpredictable nature of wireless.

**Questions :**

- (a) How does this new technology has helped the people in Indian industries as well as the general public?
- (b) Discuss on the merits and demerits of wire and wireless technology and mention your views about the wireless technology superseding the wire technology.