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MBAH 401

First Semester M.B.A. Degree Examination, June 2023

BUSINESS ADMINISTRATION

Modern Organisation and Management

Time : 3 Hours

Max. Marks : 70

**SECTION – A
(Compulsory)**

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

1. "Management is needed in all types and sizes of organisation, at all organisational levels and in all organisational work areas and in all organisations, no matter where they are located". Explain the statement with the help of suitable examples.

SECTION – B

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

2. Explain Mintzberg Managerial roles in detail.
3. Write a note on Adaptive organisations.
4. Explain the different decision making approaches.
5. What is the need and importance of controlling ? Explain the control process.
6. Explain the methods of international expansion of business and globalisation strategy.
7. Write a note on purpose of organisation emerging from knowledge, technology and innovation.
8. "An environmental analysis helps the organisation identify internal and external elements that can either positively or negatively impact their business". Give a detailed explanation on two techniques of external environmental analysis.

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

9. Bharat Engineering Works Limited is a major industrial machineries besides other engineering products. It has enjoyed market preference for its machineries because of limited competition in the field. Usually there have 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 problem in marketing its products with usual profit margin. Sensing the likely problem, the chief executive appointed Mr. Arvind Kumar as general manager to direct the operations of industrial machinery division. Mr. Kumar had similar assignment abroad before coming back to India.

Mr. Kumar had a discussion with the chief executive about the nature of the problem being faced by the company so that he could fix up his priority. 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 this in several meetings both formally and informally.

After joining as General Manager, Mr. Kumar got briefings from the heads of all departments. He asked all heads to identify major problems and issues concerning them. The marketing manager indicated that in order to achieve higher sales, he needed more sales support. Sales people had no central organisation to provide sales support nor was there a generous budget for demonstration teams which could be sent to customers to win business.

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

Director of research and development did not have specific problem and therefore, did not indicate for any change. However, a principal scientist in R&D indicated on one day that the director of R&D, though very nice in his approach, did not emphasize on short-term research projects, which could easily increase production efficiency by atleast 20 percent within a very short period without any major capital outlay.

Questions :

- Discuss the nature and characteristics of the problems in this case.
- What steps should be taken by Mr. Kumar to overcome these problems ?

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MBAH 402

First Semester M.B.A. Degree Examination, June 2023

BUSINESS ADMINISTRATION

Business Accounting and Finance

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any two** questions. **Each** question carries **10** marks. Answer to the question should **not** exceed **5** pages. **(2×10=20)**

1. Explain the requirements of working capital and its financing for a project and explain their principal source.
2. "Recording of transaction is an important step in accounting process." Comment. Discuss the scope and functions of accounting standards.
3. Describe the factors influencing capital structure of a firm.

SECTION – B

Answer **any three** questions. **Each** question carries **12** marks. Answer to the question should **not** exceed **6** pages. **(3×12=36)**

4. Distinguish between the following :
 - a) Straight line method and diminishing balance method.
 - b) Annuity method and depreciation fund method.
 - c) Depreciation and depletion.
5. Describe the merits and demerits of ratio analysis.

P.T.O.



6. Mr. Ramu has the following transactions in the month of July. Record them into the journal and show postings in the ledger and balance the accounts.

- July 1st : Ramu started business with a capital of ₹ 75,000
 1st : Purchased goods from Manu on credit ₹ 25,000
 2nd : Sold goods to Sonu ₹ 20,000
 3rd : Purchased goods from Meenu ₹ 15,000
 4th : Sold goods to Tanu for cash ₹ 16,000
 5th : Goods returned to Manu ₹ 2,000
 6th : Bought furniture for ₹ 15,000
 7th : Bought goods from Zenu ₹ 12,000
 8th : Cash paid to Manu ₹ 10,000
 9th : Sold goods to Jane ₹ 13,500
 10th : Goods returned from Sonu ₹ 3,000
 11th : Cash received from Jane ₹ 5,500
 12th : Goods taken by Ramu for domestic use ₹ 3,000
 13th : Returned Goods to Zenu ₹ 1,000
 14th : Cash received from Sonu ₹ 12,000
 15th : Bought machinery for ₹ 18,000
 16th : Sold part of the furniture for ₹ 1,000
 17th : Cash paid for the purchase of bicycle for Ramu's son ₹ 1,500
 19th : Cash sales ₹ 15,000
 20th : Cash purchases ₹ 13,500

7. Balance Sheet of ABC Ltd. as on 1 Jan. 2007 and 31 Dec. 2007, were as follows.

Liabilities	Jan. 1 (Rs.)	Dec. 31 (Rs.)	Assets	Jan. 1 (Rs.)	Dec. 31 (Rs.)
Creditors	40,000	44,000	Cash	10,000	7,000
Mr. White's loan	25,000	—	Debtor	30,000	50,000
Loan from R.N. Bank	40,000	50,000	Stock	35,000	25,000
Capital	1,25,000	1,53,000	Machinery	80,000	55,000
			Land	40,000	50,000
			Building	35,000	60,000
	2,30,000	2,47,000		2,30,000	2,47,000

During the year machine costing Rs. 10,000 (accumulated depreciation Rs. 3,000) was sold for Rs. 5,000. The provision for depreciation against machinery as on 1 January 2007 was Rs. 25,000 and on 31 December 2007 Rs. 40,000. Net profit for the year 2007 amounted to Rs. 45,000. You are required to prepare funds flow statement.



8. A firm whose cost of capital is 10% is considering two mutually exclusive projects X and Y, the details of which are :

	Year	Project X	Project Y
Cost	0	Rs. 70,000	Rs. 70,000
	1	10,000	50,000
Cash inflows	2	20,000	40,000
	3	30,000	20,000
	4	45,000	10,000
	5	60,000	10,000

Compute the Net Present Value at 10%, Profitability Index, and Internal Rate of Return of the two projects.

SECTION – C
(Compulsory)

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

(1×14=14)

9. From the following Trial Balance of Mr. Garg as on 31st March 2021.

Trial Balance

Debit Balance	Rs.	Credit Balance	Rs.
Stock on 1 st April, 2005	500	Capital	2,000
Purchases	1,500	Sales	3,500
Land and Building	2,000	Sundry creditors	750
Bills receivable	300	Commission	50
Wages	300	Bills payable	300
Machinery	800	Loan	600
Carriage Inward	100		
Carriage Outward	100		
Power	150		
Salaries	200		
Discount allowed	30		
Drawings	100		
Insurance premium	20		
Cash at Bank	500		
Cash in Hand	100		
Investments	500		
	7,200		7,200



Adjustments :

- a) Stock as on 31st March 2021 is valued at Rs. 200
- b) Provide depreciation @ 10% on Machinery and @ 5% on Land and Building.
- c) Outstanding salaries amounted to Rs. 50.
- d) Insurance premium is paid in advance to the extent of Rs. 10.
- e) Allow interest on capital @ 6% per annum.
- f) Interest on loan @ 12% per annum is due for one year.

You are required to prepare :

- a) Trading Account
- b) Profit and Loss Account and
- c) Balance Sheet.

SECTION C
(Compulsory)

(1x14=14)

9. From the following Trial Balance of Mr. Garg as on 31st March 2021:

Trial Balance	
Debit Balance	Credit Balance
Stock on 1 st April 2020	500
Purchases	1,500
Land and Building	12,000
Bills receivable	1,800
Wages	300
Machinery	800
Carriage Inward	100
Carriage Outward	100
Power	150
Salaries	200
Discount allowed	30
Drawings	100
Insurance premium	20
Cash at Bank	500
Cash in Hand	100
Investments	500
	7,500
	7,500

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MBAH 403

First Semester M.B.A. Degree Examination, June 2023

BUSINESS ADMINISTRATION

Organizational Behaviour and Communication

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

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

(1×15=15)

1. In Vroom's model, what are valence, expectancy and force ? How do these variables relate to each other ?

SECTION – B

Answer **any five** questions. **Each** question carries **8** marks. Answer to the question should **not** exceed **5** pages.

(5×8=40)

2. Explain the big five personality traits.
3. Discuss how organizational politics can be managed.
4. Describe the measures to overcome barriers of communication.
5. Critically examine various styles of leadership with suitable illustrations.
6. What is Organisational Culture ? Explain its characteristic.
7. State the concept Johari window. Illustrate with an example.
8. Compare and contrast Maslow's need hierarchy theory and Herzberg's two factor theory of motivation.

P.T.O.



SECTION – C
(Compulsory)

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

9. **Case study :**

Colgomax is a large consumer products company. The incumbent CEO of the company left and Mr. Chatterzi, who was second in command to the CEO took over as CEO of the company. Mr. Rajesh is a senior executive in the company and has his own views. He has after all been in the business for a decade and a half and he thinks he knows how to tackle the slump the industry is going through. He did not waste any time and talked to the new CEO and told him what he thought needed to be done in the company. The CEO heard him out and suggested that he give him some time to learn the ropes. Eventually when he did layout his plan, Mr. Rajesh was shocked to see all his suggestions completely ignored. When he asked the CEO about this, he responded cryptically that he wanted a team that supported him completely and hinted that Mr. Rajesh leave the company if he was unhappy. He actually ventured far enough to offer his assistance in finding a new job for Rajesh. Mr. Rajesh was shocked. He did not understand what to do. One option was not to take it personally. It was probably just a mismatch between his and the CEO's style of functioning. The other option was to gracefully bow out while he still retains the goodwill of the organization and colleagues. He should start exploring opportunities elsewhere and take up the offer that suits him the best. He is still undecided between these two options :

Questions :

- a) Do you think the CEO has decided that Rajesh does not fit into his team and that is why he has asked him to quit ?
- b) Which option should Mr. Rajesh follows, in your opinion ?

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MBAH 404

I Semester M.B.A. Degree Examination, June 2023
BUSINESS ADMINISTRATION
Information Technology and Business

Time : 3 Hours

Max. Marks : 70

SECTION – A

(Compulsory)

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

1. Critically evaluate the management information system and mention its relation between Enterprise resource planning.

SECTION – B

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

2. Explain the advantages of Database for business organization.
3. What are Internet Security Services ? Explain each one of them with an example.
4. Discuss in detail the utility of Power Point Presentation.
5. What are computer networks ? Explain different types of computer network.
6. Describe the current E-commerce scenario in India.
7. Describe the functionality of Decision Support System.
8. Explain the importance of Electronic Data Interchange (EDI) in E-commerce.

P.T.O.



SECTION – C
(Compulsory)

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

9. Analyse the following case and answer the questions below.

Apollo Tyres is a leading tyre manufacturer in India. The company has four manufacturing units in India, two in South Africa and two in Zimbabwe. It has a network of around 4500 dealerships in India, of which over 3000 are exclusive outlets, and nearly 230 multi brand Dunlop Accredited Dealers in South Africa and Zimbabwe. “Unstoppable IT” is part of Apollo Tyre’s overall IT strategy derived out of its philosophy of having services available at all times. This concept is woven around “Anywhere, Anytime, Any Device” whereby a complete set of IT systems, processes and capability are deployed for availability, confidentiality and integrity of information. As part of this strategy, Apollo aggregated and centralized data for anywhere and anytime access through its employees and dealer portals. Achieving Anywhere, Anytime connectivity was not a difficult task; the real challenge lay in identifying and determining an appropriate device which could fit into company’s IT deployment strategy.

The key requirements were application deployment capability and remote device manageability and the company considered various mobile devices and PDA’s in these respects. Apollo Tyres was also looking at devices which could continue to work and store data locally in the network; the company’s IT department did a few pilot tests to check the proof of the concept of some of these devices. The key applications identified for such a deployment were the common baseline applications aimed at enabling the sales force, including e-mail access. Upon scanning the market for device capabilities, it was felt that an enterprise-wide BlackBerry deployment met the requirements of access to e-mail and applications through a single device. When the evaluations were being carried out, BlackBerry scored in terms of email. E-mail access on the move was critical for management level executions within the company.



Having homed in on the device, Apollo Tyres started looking at the application deployment capability for the BlackBerry. SAP is the transaction backend for Apollo Tyres. E-mail enabled BlackBerry Enterprise Server which had been a success with Apollo. The company is also at the next phase for applications deployment using the Enterprise Server. There was relief within the middle and senior management after the deployment of BlackBerry Enterprise Solution. This not only enabled the top management to stay in touch with the systems and people continuously, it also resolved the issue of management taking their laptops just to access their e-mail. The teams travelling abroad have benefited the most with this solution.

Questions :

- a) What was the enterprise IT strategy the company followed ?
- b) What is the role that Internet and Mobile technologies can play in building Apollo's IT strategy ?
- c) List the major benefits that the company has achieved by the introduction of new technology.

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MBAS 405

First Semester M.B.A. Degree Examination, June 2023
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. Explain how a monopoly firm reaches its equilibrium in the short and long run.

SECTION – B

Answer **any five** of the following questions. **Each** question carries **eight** marks.

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

(5×8=40)

2. The following series show the sales of fertilisers in A.P. during 1990-95.

Years	Sales (Rs. in Lakhs)
1990	83
1991	92
1992	71
1993	90
1994	169
1995	200

Using the method of least square, find the trend values and estimate the sales for the year 1996.

Using the following demand equation : $Y = -3.2 + 0.62x$

Estimate the demand for a road transport in 1995, if the population is 2,044,000 in a city.

P.T.O.



3. Distinguish between GDP and NDP. Describe the various methods of measuring national income.
4. Briefly review any three theories of profit.
5. Explain the policies and measures to control business cycles.
6. Explain the objectives and importance of monetary and fiscal policy.
7. "Managerial economics is the discipline which deals with the application of economic theory to business management." Discuss.
8. What are isoquants ? Explain the laws of returns to scale.

SECTION – C

(Compulsory)

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

9. a) Why does the normal demand curve slope downwards ? Can there be an upward rising demand curve ? Explain with examples.
- b) Suppose individual demand schedule for A, B and C are given as follows :

Price (Rs.)	Demand of		
	A's	B's	C's
5	80	40	40
10	40	20	20
15	20	10	10
20	10	05	05
25	5	0	0

Find out the market demand schedule, draw the market demand curve and calculate elasticity when price falls from Rs. 15 to Rs. 10 and elasticity when price rises from Rs. 10 to Rs. 15.

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MBAS 410

I Semester M.B.A. Degree Examination, June 2023

BUSINESS ADMINISTRATION

Business Analytics

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any two** questions. **Each** question carries **10** marks. Answer to the question should **not** exceed **5** pages.

(2×10=20)

1. Discuss the types of applications of analytics by application area.
2. Elucidate the measures of location with illustrative examples.
3. Discuss the charting techniques for data visualisation.

SECTION – B

Answer **any three** questions. **Each** question carries **12** marks. Answer to the question should **not** exceed **6** pages.

(3×12=36)

4. Discuss how well the estimated regression equation fits the sample data is analyzed.
5. Explain moving averages and exponential smoothing.
6. Discuss k-nearest neighbours method to classify a categorical outcome.
7. Explain the application of linear optimization models in a fixed-cost problem.
8. Discuss the application of nonlinear optimization in estimation of parameters of forecasting model.

P.T.O.



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

(1×14=14)

9. Solve the following optimization model to find the optimum production mix of two products – product S and product D.

$$\text{Max } 10S + 9D$$

subject to (s.t.)

$$\frac{7}{10}S + 1D \leq 630 \quad \text{Cutting and dyeing}$$

$$\frac{1}{2}S + \frac{5}{6}D \leq 600 \quad \text{Sewing}$$

$$1S + \frac{2}{3}D \leq 708 \quad \text{Finishing}$$

$$\frac{1}{10}S + \frac{1}{4}D \leq 135 \quad \text{Inspection and packaging}$$

$$S, D \geq 0.$$