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MBAH 401

I Semester M.B.A. Degree Examination, August 2021
(Choice Based Credit System)
BUSINESS ADMINISTRATION
Modern Organisation and Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(Compulsory)

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

1. Briefly discuss the MBO process and explain the relevance and benefits of Management by Objectives (MBO) in the present day context.

SECTION – B

Note : Answer **any five** of the following questions. **Each** question carries **8** marks.

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

2. What do you understand by the term management ? Discuss functions of management.
3. Discuss the role and limitations of planning in a modern business organization.
4. Discuss the concept of centralization. What do you suggest centralization and decentralization in these days ?
5. Explain the process involved in decision making.
6. What are the various essentials of effective control system ?
7. Explain how to develop customer driven strategy in new age organisations.

P.T.O.



8. 'Strategy includes the determination and evaluation of alternative paths to an already established mission or objective and eventually choice of the alternatives to be adopted'. Explain the statement underlining the process of strategy formulation.
9. Briefly discuss the various responsibilities of a manager in an organization with relevant examples.

SECTION - C**(Compulsory)**

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

(1×15=15)

10. Sunder Steel Limited was a medium-sized steel company manufacturing special steels of various types and grades. It employed 5,000 workers and 450 executives. Under the General Manager (Production), there were operation, maintenance and services groups, each headed by a Chief. The Chief of Maintenance was Shukla and under him Mukherjee was working as the Maintenance Engineer. The total strength of Maintenance was 500 workers, 25 Executives and 50 Supervisors. Chatterjee was working in Maintenance as a worker for three years. He was efficient. He had initiative and drive. He performed his duties in a near perfect manner. He was a man of proven technical ability with utmost drive and dash. He was promoted as Supervisor.

Chatterjee, now a Supervisor, was one day passing through the Maintenance Shop on his routine inspection. He found a certain worker sitting idle. He pulled him up for this. The worker retaliated by abusing him with filthy words. With a grim face and utter frustration, Chatterjee reported the matter to Mukherjee. The worker who insulted Chatterjee was a "notorious character", and no Supervisor dared to confront him. Mukherjee took a serious view of the incident and served a strong warning letter to the worker. Nothing very particular about Chatterjee or from him came to the knowledge of Mukherjee. Things were moving smoothly. Chatterjee was getting along well with others. But after about three years, another serious incident took place. A worker came drunk to duty, began playing cards, and using very filthy language. When Chatterjee strongly objected to this, the worker got up and slapped Chatterjee. Later, the worker went to his union and reported that Chatterjee had assaulted him while he was performing his duties. Chatterjee had no idea that the situation would take such a turn. He, therefore, never bothered to report the matter to his boss or collect evidence in support of his case. The union took the case to Shukla and prevailed over him to take stern action against Chatterjee. Shukla



instructed Mukherjee to demote Chatterjee to the rank of a worker. Mukherjee expressed his apprehension that in such a case Chatterjee will be of no use to the department, and the demotion would adversely affect the morale of all sincere and efficient supervisors. But Chatterjee was demoted. Chatterjee continued working in the organisation with all his efficiency, competence, and ability for two months. Then he resigned stating that he had secured better employment elsewhere. Mukherjee was perturbed at this turn of events. While placing Chatterjee's resignation letter before Shukla, he expressed deep concern at this development. Shukla called Chief of Personnel for advice on this delicate issue. The Chief of Personnel said, "I think the incident should help us to appreciate the essential qualification required for a successful Supervisor. An honest and hardworking man need not necessarily prove to be an effective Supervisor. Something more is required for this as he has to get things done rather than do himself." Mukherjee said, "I have a high opinion of Chatterjee. He proved his technical competence and was sincere at his work. Given some guidance on how to deal with the type of persons he had to work with, the sad situation could have been avoided." Shukla said, "I am really sorry to lose Chatterjee. He was very honest and painstaking in his work. But I do not know how I could have helped him. I wonder how he always managed to get into trouble with workers. We know they are illiterates and some of them are tough. But a Supervisor must have the ability and presence of mind to deal with such men. I have numerous Supervisors, but I never had to teach anybody how to supervise his men."

Questions :

- a) Identify the problems in this case.
- b) Do you think the decision taken by Shukla is in keeping with the faith, trust and creating developmental climate in the organisation ? Critically evaluate.
- c) How would you help in improving behaviour of employees ?

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MBAH 402

I Semester M.B.A. Degree Examination, August 2021

(Choice Based Credit System)

BUSINESS ADMINISTRATION

Business Accounting and Finance

Time : 3 Hours

Max. Marks : 70

SECTION – A

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

1. Discuss briefly the basic accounting concepts.
2. Define Depreciation. Briefly explain any three methods of depreciation.
3. Briefly discuss the determinants of working capital requirement.

SECTION – B

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

4. On 1st January, 2020, Prosperous Ltd. was registered with a nominal capital 60,000 equity shares of Rs. 10 each. On 5 January 10,000 of these shares were allotted at par, the cash being received in full forthwith. On November 4, the balance of shares were offered to the public at a premium of Rs. 2.50 per share, the whole issue having been underwritten for a commission of 2 percent of the issue price. Only 28,000 shares were subscribed by and allotted to the public. Rs. 2.50 per share was payable on 15th December. The whole of the money due from the public was paid: the underwriters had paid the application and allotment money, but had not paid the first call before the end of the year.

You are required to give the necessary journal entries for these transactions and show how they would appear in the company's Balance Sheet on 31st December, 2020, assuming that the underwriting commission was not yet paid.

P.T.O.



5. Prepare a cash budget for the three months ended 30th September, 2020 based on the following information :

	Rs.
Cash at bank on 1 st July, 2020	25,000
Monthly salaries and wages (estimated)	10,000
Interest payable in August, 2020	5,000

Estimated	June	July	August	September
	Rs.	Rs.	Rs.	Rs.
Cash sales (actual)	1,20,000	1,40,000	1,52,000	1,21,000
Credit sales	1,00,000	80,000	1,40,000	1,20,000
Purchases	1,60,000	1,70,000	2,40,000	1,80,000
Other expenses	18,000	20,000	22,000	21,000

Credit sales are collected 50% in the month of sale and 50% in the month following. Collections from credit sales are subjected to 10% discount if received in the month of sale and to 5% if received in the month following. 10% of the purchase are in the cash balance is paid in next month.

6. The following data related to a Tata Co. Ltd.

Particulars	Rs. in Crores
Share capital (Rs. 10 per share)	12.50
Reserve	7.5
Profit after tax	1.85
Dividends paid	1.50
P/E ratio	13.33

You are required :

- To comment on the firm's dividend policy using the Walter's model;
- To determine the optimum payout ratio using the Walter's model;
- To determine the price-earnings ratio at which dividend payout will have no effect on share price.



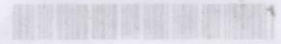
Bills receivable and bills payable	1,500	1,100
Sundry expenses	800	
Income tax paid	200	
Cash on hand	1,000	
Cash at bank	6,000	
	90,000	90,000

Adjustments :

- 1) The closing stock was valued at Rs. 12,000.
- 2) Provide for discount on creditors at 2.5%.
- 3) The amount of sundry debtors includes a sum of Rs. 100 to be written off a bad.
- 4) Provide 5% on sundry debtors for doubtful debts.
- 5) Salary outstanding Rs. 100; wages paid in advance Rs. 50.
- 6) Depreciation on machinery and furniture at 5%, loose tools are valued at Rs. 800 on 31st March, 2020.

Prepare the trading and profit and loss account and the balance sheet of Umeshchandra.

	2,000	Drawing
	20,000	Land and Building
	12,500	Stock 1 st April 2020
	<hr style="width: 50%; margin-left: 0;"/>	Machinery
	8,000	Loose tools
	1,000	Furniture
	1,200	Rent
	1,800	Salary
	1,100	Debtors
	2,100	Creditors
	30,000	Purchases and sales returns
	1,000	Sales and sales returns
		Discount received
	200	Postage and telegrams
	2,400	Wages
	200	Carriage inwards

**SECTION – C
(Compulsory)**

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

10. Mr. Babar has been working in Cello (India) Ltd. as a finance manager for the last two years. Though he had a very long and rich experience of working in finance department of the same company and dealing with various types of financial problems faced by the company, he is facing many new problems on this new assignment. He has a heavy work load of the departmental activities and some time he has to stay in the office up to 10 pm. In addition to it, he has been unable to cope with the problem which he is facing with regard to vice-president finance, because vice-president finance assumes that Mr. Babar is well versed in finance functions and therefore new kind of job through related to finance that is evaluation of finance and investment projects has been assigned to him. In view of this situation, Mr. Rama Krishnan, who is chartered accountant working at the lower level of finance department has been appointed as a staff specialist to Mr. Babar as to help, guide and advise him on specialised matters such as project evaluation, etc. since then the efficiency level of Mr. Babar has further come down and he is not feeling comfortable with Rama Krishnan.

Questions:

- a) Why is Mr. Babar not comfortable with his staff specialist Rama Krishnan ?
- b) How can he cope with the situation of overwork load requiring variety of skill and expertise ?
- c) Give your suggestions for making the situation healthy and comfortable for Mr. Babar.

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MBAH 404

I Semester M.B.A. Degree Examination, August 2021
(Choice Based Credit System)
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. Discuss the important features of MS power point. Distinguish between slide transition and animation. How these are applied in MS Power point ? Explain.

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 the difference between MIS and DSS ? Discuss the role of decision support systems and its applications.
3. How formulas and functions can be used in MS Excel ? Give examples of different formulas by using proper syntax.
4. What are the characteristics of an information system ? Write a short note on major types of information system.
5. What are the different types of views available in MS Word ? Briefly discuss features of each type of view.
6. What is computer ? Differentiate hardware and software.
7. Discuss the pros and cons of M-commerce.
8. What are the models of e-commerce ? Explain.
9. Discuss the application of information technology in business.

P.T.O.



SECTION – C

(Compulsory)

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

10. a) Explain procedures for executing result of statistical functions in MS-excel with examples.
- b) Payroll sheet of X Ltd. is prepared in MS-Excel as below.

	A	B	C	D	E	F	G	H
1	Employee name	Category	Basic pay	Grade pay	DA	HRA	TA	Gross earning
2	Dheeru	A	16,000					
3	Kavya	B	18,000					
4	Laxmi	A	30,000					
5	Krutika	C	14,000					
6	Rajesh	B	20,000					
7	Total							

Write the appropriate functions and formulas in Cells D2 to H2 :

- Grade pay @ 50% of basic pay.
- To calculate the DA @ 35% of basic pay when basic pay is less than Rs. 16,000 and @ 25% for others.
- TA Rs. 1,500, Rs. 2,500 and Rs. 3,500 for employees category A, B and C respectively.
- HRA @ 25% of basic + Grade pay with maximum of Rs. 10,000.



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SECTION - C
(Compulsory)

MBAS 405

I Semester M.B.A. Degree Examination, August 2021
(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 **6** pages. (1×15=15)

1. What is National Income ? What are its components ? Examine the methods of measuring National Income.

SECTION - B

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

2. Discuss the all types of Price Elasticity of Demand with suitable diagram.
3. A firm increases its advertising expenditure from Rs. 60,000 to Rs. 75,000. Its sales increase by 20% from the initial volume of Rs. 90,000 units. Measure the promotional elasticity of demand.
4. Bring out any five cost components with appropriate diagram.
5. Explain the various components of Fiscal Policy.
6. Discuss Risk and Innovation Theory of Profit.
7. Are cyclical fluctuations necessary for economic growth ? Critically comment.
8. Explain pricing strategy under any two market conditions.
9. Briefly discuss any three theories of business cycle.

P.T.O.

MBAS 405

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MBAS 405

SECTION – C
(Compulsory)



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

10. Suppose that you are a member of the Board of Governors of the RBI. The economy is experiencing a sharp and prolonged inflationary trend. What changes in

- i) Bank Rate Ratio
- ii) Variable Rate Ratio and
- iii) Open Market Operations

Would you recommend? In each case, explain 'how the changes you advocate would affect commercial bank reserves, the money supply, interest rates and aggregate demand'.

SECTION – B

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

- 2. Discuss the all types of Price Elasticity of Demand with suitable diagram.
- 3. A firm increases its advertising expenditure from Rs. 60,000 to Rs. 75,000. Its sales increase by 20% from the initial volume of Rs. 90,000 units. Measure the promotional elasticity of demand.
- 4. Bring out any five cost components with appropriate diagram.
- 5. Explain the various components of Fiscal Policy.
- 6. Discuss Risk and Innovation Theory of Profit.
- 7. Are cyclical fluctuations necessary for economic growth? Critically comment.
- 8. Explain pricing strategy under any two market conditions.
- 9. Briefly discuss any three theories of business cycle.

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MBAS 405 (R)

**First Semester M.B.A. Degree Examination, August 2021
(Repeaters)**

**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. Explain the importance and significance of the study of Managerial Economics and its relationship with other disciplines.

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. Is price elasticity the same throughout a given demand curve ? Explain.
3. What is the importance of the concept, income elasticity of demand ? Explain.
4. Explain the business relevance of average and marginal costs.
5. Explain the laws that govern returns to scale.
6. What would be the possible consequences if a large-scale firm such as Hero Honda places its new product in the market without having forecasted the demand for its products ?
7. How is price and output determined under monopolistic competitive market ?
8. Critically examine marginal productivity theory of profit.
9. Explain the importance of Fiscal Policy in stabilizing the economy.

P.T.O.



SECTION – C

(Compulsory)

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

10. The sales data over the last 5 years for a ABC Store is given in the following table :

Year	Sales (in thousands of rupees)
2014	5,26,000
2015	6,05,000
2016	6,90,000
2017	7,79,000
2018	8,73,000

Poser : Forecast sales for 2019 and 2020 with the help of least square method.



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MBAS 408 (R)

First Semester M.B.A. Degree Examination, August 2021
BUSINESS ADMINISTRATION (Repeaters)
Computer Applications in Business
(Choice Based Credit System)

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

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

1. Explain the differences between the ability of a manager to retrieve information instantly on demand using MIS and the capabilities provided by a DSS.

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. "Most businesses should engage in e-commerce on the internet". Do you agree or disagree with this statement ? Explain your position with suitable examples.
3. What do you mean by TPS ? Explain.
4. Write the steps for inserting header and footer in an MS-Word document. What is the basic difference between 'Save' and 'Save as' command ?
5. Differentiate between relative cell addressing and absolute cell addressing taking appropriate example in Excel.
6. Explain the application of Spreadsheet package and presentation software.
7. What are the various steps in constructing a DSS ?
8. What are the ethical and social challenges of information technology ?

P.T.O.

MBAS 408 (R)



SECTION – C
(Compulsory)

(1×15=15)

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

9. You are the owner of a hardware store. The store has different kinds of items like paint, nuts, bolts, nails and such.

You have two kinds of customers; Regular customers and floating customers who walk in as they pass. Since it is becoming difficult to handle the store sales as well as to maintain the stock, you have decided to introduce computer based information systems in your store.

Envisage the requirements of the store and match accordingly the different information systems you would introduce by mentioning their applications.

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MBAS 409

I Semester M.B.A. Degree Examination, August 2021

(Choice Based Credit System)

BUSINESS ADMINISTRATION

Project Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(Compulsory)

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

1. Define Project Management. Mention needs of project management. Explain in detail the legal aspects relating to project management.

SECTION – B

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

2. What is project life cycle ? Mention its steps and explain impact of delays in project completions.

3. Define project performance and project evaluation. Explain in detail the project evaluation process.

4. Explain what resources you consider for project management.

5. Who are project manager and line manager ? Explain relationship between them.

6. What is work breakdown management and explain why it is important in project management ?

7. What do you mean by diversity management ? Explain its impact on project management.

8. Define Risk. Explain in detail role of risk management in overall project management.

9. Briefly explain benefits and challenges of performance measurement and evaluation.

P.T.O.



SECTION – C
(Compulsory)

Note : Answer the question **not** exceeding **six** pages. This question carries **15** marks.

(1×15=15)

10. Global Green Books Publishing is producing customized eBooks for a local college. It has just received a large order for a new eBook on Strategic Human Resource Management in a Global context from a senior professor in the business school. This distinguished faculty member is dissatisfied with the current textbooks, and wants a customized eBook for use with her on campus courses, graduate seminars, and her executive education courses. This is the most complex eBook that Global Green Books has undertaken. Because this project is so important to the professor, and will be used in so many different settings with different schedules, the professor made sure that she had her complete eBook request in early to allow sufficient time for production. She had selected a broad set of the best papers and had written an introduction and background, along with discussion questions for each section. This meant that this project was going to have an extensive set of permissions to acquire before production could happen, as well as a large amount of desktop publishing for the new materials written by the professor. She was quite certain that she had given Global Green Books more than enough time to have her eBook ready before the first class needed it.

This large eBook went through the check and verify order step with a bit of back and forth with the professor to verify the information needed for the extensive number of permissions, so that started the project off with a bit of a delay. Because there were so many permissions, the Supervisor who planned this project, accelerated the work on obtaining permissions to make sure that all the permissions were received before they needed to start assembling and collating the eBook in production.

As the Publishers Liaison worked through the extensive list of permissions, the Customer Service Representative for the business school at the college started receiving several inputs from the college about this project. One set of inputs was a continuing series of requests from the professor. As new papers were released, she wanted to make a number of additions to the eBook. Also, as time went on and she had more time to review her eBook plans, she started identifying some changes that she wanted to make to her planned eBook.



Another input came from the business manager at the college bookstore, as he was quite concerned about the projected cost of this eBook. Because this eBook included so many reprints of existing articles and chapters, the estimated cost of the book was quite high. The college expected their eBooks to be delivered at a low cost, as its bookstore costs had to cover the bookstore overhead (servers for sales and distribution of the eBooks and marketing costs) and the bookstore's mark up, as well as the costs of the eBook from Global Green Books. The Global Green Books costs had to incorporate all the permissions costs, as well as all of the desktop publishing and production costs.

The Customer Service Representative communicated these issues to several people within Global Green Books: the account manager for the college account, the supervisor managing production for this eBook, the Publishers Liaison obtaining permissions for this book. The account manager was concerned about upsetting this important customer, the supervisor didn't know how these various requests could all be accommodated or how it would impact his project, and the Publishers Liaison was worried both about added costs for new permissions and the time it would take to get them and the costs they had already expended for permissions no longer needed.

And the professor's requests just kept coming, at an increasing rate as it got closer to her deadline for needing this eBook.

The supervisor was starting to make some estimates of what each change requested by the professor would cost

- An extra \$500 for each new permission needed, in addition to the \$500 already spent for each permission already acquired that can no longer be used
- Two hours of Publishers Liaison effort for each new permission needed at an unburdened cost of \$22 per hour (loaded cost is \$55 with a 1.5 overhead rate)
- One hour of supervisor time for replanning each change at an unburdened cost of \$28 per hour (loaded cost is \$70 with a 1.5 overhead rate)
- Sales commission of 20%



This continuing series of requests for changes from the professor is quickly adding to the upwardly spiraling cost of this project. The supervisor feels that something must be done about this scope creep – continually changing scope.

Comment on the following aspects of the case study :

- a) What impacts could these requested changes have on the budget ?
- b) Could these requested changes also affect the schedule ? If so, how ?
- c) What is Global Green Book's process for dealing with changes from their customers ? Do you see any possible issues with this process ?
- d) How would you recommend that Global Green Books handle these changes ? Who should be involved ?
- e) What should Global Green Books do about the conflicting inputs from their customer – the bookstore manager who wants inexpensive eBooks and the professor who wants the best and most up-to-date collection of readings possible for her courses ?