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MBAH 401

First Semester M.B.A. Degree Examination, Jan. 2017
(Choice Based Credit System)
BUSINESS ADMINISTRATION
Principles and Practice of Management

Time : 3 Hours

Max. Marks : 70

SECTION – A

(1×15=15)

(Compulsory)

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

1. Describe the challenges and opportunities for management in 21st century.

SECTION – B

(5×8=40)

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

2. Elaborately explain the planning process in modern organisations.
3. Is there a single best way to motivate employees ? Comment.
4. Explain the types of emerging organizational structures.
5. Explain the roles approach to management.
6. Briefly explain the major contributions of Hawthorne experiments to present day organisations.
7. Define MBO. Explain the goal setting process through MBO.
8. 'Training programmes are helpful to avoid personnel obsolescence'. Describe.
9. Outline the correlation between planning and control functions of management.
10. The span of management is the corner stone concept in traditional management theory. Do you agree ?

P.T.O.



SECTION – C

(1×15=15)

(Compulsory)

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

11. Case Study :

Prakash Gupta was irritated and confused, after the meeting with Dinesh Sharma. Prakash was the Chief Manager of Delhi city Super Department Stores (SDS) and Dinesh was the regional stores manager in charge of stores of Noida, Faridabad and Ghaziabad. Three weeks earlier, Prakash had received a letter from Dinesh explaining that top management had decided on an MBO programme to help SDS improve its operational efficiency and profitability. The letter mentioned about linking stores managers' salary hikes, promotions etc. to performance. The accompanying instructions required managers to list the objectives they achieved which were appropriate for their store and then to await the regional manager's review visit.

Prakash has done just what he was asked to do. In a meeting with his departmental managers, Prakash had chosen objectives that they all agreed were appropriate. All of the objectives represented performance levels that were, improvements over the past year and were reasonably attainable, such as

- Increasing sales by 10 percent.
- Reducing inventory losses by 2 percent.
- Improving customer service (i.e. 20 percent fewer complaints made to head office).
- Reducing cash register shortages to .05 percent of sales.

Dinesh came late for the MBO review visit and stressed that there was little time. He quickly scanned the written statement of objectives which Prakash gave him, then explained that profit improvement was really what the home office was interested in. Senior management in Chennai, running the SDS in over 18 major cities in India, decided that a 10 percent increase in profit would be a reasonable objective for Prakash's store. This single objective, Dinesh explained, would facilitate the monitoring of performance by the head office and would also reduce the amount of information the store would have to submit. The visit was cut short because Dinesh had to attend a meeting on the advertising budget back at the head office.

Questions :

- Does the MBO system at SDS meet the criteria for an effective programme ? Why ? Why not ?
 - Evaluate Prakash's approach to objective setting.
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MBAH 402

First Semester M.B.A. Examination, January 2017
BUSINESS ADMINISTRATION
Accounting for Managers

Time : 3 Hours

Max. Marks : 70

SECTION – A

(2×10=20)

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

1. How to decide on capital structure of a company ? Explain the factors determining capital structure.
2. What are the legal requirements considered for preparation of financial statements ?
3. Explain the concepts and conventions of accounting.

SECTION – B

(3×12=36)

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

4. From the following details, prepare a manufacturing and a Trading Account for the year ending 31st December 2017 :

	₹
Stock on 1-1-2017 :	
Raw materials	10,000
Work in process	5,000
Finished goods	20,000
Stock on 31-12-2017	
Work in process	15,000
Finished goods	30,000
Raw materials	5,000

P.T.O.



Direct wages	10,000
Salaries	5,000
Purchase of Raw materials	50,000
Carriage charges on purchase of raw materials	5,000
Advertisement	2,000
Factory power	5,000
Depreciation on Factory machines	5,000
Purchase of finished goods	30,000
Cartage paid on finished goods purchased	2,000

5. Raghu and Co. have bank accounts with two banks. Dena Bank and Uco Bank. On 31st December 2016 his Cash Book shows balance of Rs. 5,000 with Dena Bank and overdraft of Rs. 2,250 with Uco Bank. On further verification the following facts were discovered :

- A deposit of Rs. 1,500 made in Dena Bank on 20th December 2016 has been entered in the column for Uco Bank.
- A withdrawal of Rs. 500 from Uco Bank on 2nd November 2016 has been entered in the column for Dena Bank.
- The cheques of Rs. 500 and Rs. 750 deposited in Dena Bank on 1st December 2016, entered in Uco Bank column, have been dishonoured. The entries for dishonour have been made in Uco Bank column.
- Cheques were issued on 29th December 2016 on Dena Bank and Uco Bank of Rs. 10,000 and Rs. 1,000 respectively. These have not been cashed till 31st December 2016.
- Incidental charges of Rs. 10 and Rs. 25 charged by Dena Bank and Uco Bank respectively have not been entered in the books.
- Dena Bank has credited an interest of Rs. 50 and Uco Bank has charged interest of Rs. 275. These have not been recorded in the books.
- The deposit of Rs. 5,000 and Rs. 3,500 made into Dena Bank and Uco Bank respectively have not yet been credited to by them till 31st December 2016.

Draw up the two Bank reconciliation statements.



6. Enter into Rahul's cash book the following transactions, which took place on 28th February 2016 and balance the cash book.

- Feb. 1st Balance brought forward from the previous day. Cash in hand Rs. 60 and at bank Rs. 4,800.
- 2nd Instructed the bank to issue a bank draft for Rs. 3,000 in favour of Suresh. The bank charges Rs. 6 for issuing the draft.
- 8th Received a bank draft for Rs. 3,456 from Mahesh in full settlement of Rs. 3,600 due from him. Sent the draft to the bank.
- 10th Received a cheque from Rakesh for Rs. 1,200 allowed him a discount of Rs. 72.
- 16th Endorsed Rakesh's cheque in favour of Harish.
- 19th Sent a cheque for Rs. 30 in payment of school fees of Rahul's son.
- 25th Withdraw Rs. 300 from the bank.
- 28th Placed an order with Vikas for goods worth Rs. 600 and sent a cheque with the order.

7. A company provides depreciation on Plant and Machinery at 20% per annum on reducing balances. On 1st April 2004, the balance of the Plant and Machinery Account was Rs. 5,00,000. It was discovered in 2004-05 that :

- a) Rs. 25,000 being repairs to machinery incurred on 30th June 2002 had been capitalised.
- b) Rs. 50,000 being the cost of a generator purchased on 1st October 2001 had been written off to stores.

Director wants to correct the mistakes while finalising the accounts for the year ended 31st March 2005.

A plant that cost Rs. 40,000 on 30th September 2003 was scrapped and replaced with a more sophisticated one on 31st December 2004 by spending Rs. 60,000. Scrap realised Rs. 10,000.

Prepare the Plant and Machinery account as it would appear on 31st March 2005 after providing depreciation for the year. Show necessary working notes.

8. Bring out the scope, objectives and significance of financial management.



SECTION – C
(Compulsory)

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

(1×14=14)

9. Following balances are extracted on 31st March 2016 from the books of Ra-Ra Ltd. :

Factory premises at cost	4,50,000	Share capital	
Plant and Machinery	3,49,160	30000, 7% preference	
Motor Lorries at cost	73,000	shares of ₹ 10 each	3,00,000
Sundry Debtors	1,21,780	60,000 Eq. shares of	
Bad debts written off	2,850	₹ 10 each	6,00,000
Rent, Rates and Taxes	28,400	Surplus A/c	16,240
Advertisement	19,500	Gross profit for the year	2,46,640
Cash in hand and bank	68,500	Provision for doubtful debts	9,000
Director's fees	3,600	Sundry creditors	1,29,640
Audit fees	10,000	Transfer fees	110
Stock on 31-3-2016	1,14,600	Accrued wages	12,840
Rent and taxes paid in advance	7,980	Staff Benevolent Fund	17,900
Salaries and wages	32,000		
Dividends paid on :			
Preference shares	21,000		
Equity shares	15,000		
Patents	15,000		
	13,32,370		13,32,370

The provision for doubtful debts is to be made upto ₹ 10,200. The factory premises, plant and machinery and motor lorries are to be depreciated by 3%, 15% and 20% respectively. The authorised capital of the company is ₹ 10,00,000 divided into 1,00,000 shares of ₹ 10 each. You are required to prepare

- i) Statement of profit and loss for the year ended 31st March, 2016.
- ii) Balance Sheet as at 31st March, 2016 in the form prescribed under the Companies Act, 2013.

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MBAH 403

First Semester M.B.A. Degree Examination, January 2017
(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 some organizational problems that might be resolved using different motivation models ? What are the potential problems in using the motivation theories ?

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. Analyse the contributions of various disciplines to organizational behavior.
3. What is authentic leadership ? Why do ethics and trust matter to leadership ? Are leadership and management different from one another ? If so, how ?
4. What are the causes and consequences of political behavior ?
5. What are the key tenets of expectancy theory ? What has research had to say about this theory ?
6. How do cross-cultures influence individual behavior ? Discuss.
7. Describe the concepts viz., locus of control, authoritarianism, Machiavellianism and introversion and extroversion. On a scale of 10, 1 being very low on the scale and 10 being very high, where do you place yourself on each of these personality dimensions ?

P.T.O.



8. Define the term values. Explain the significance of values and values in different cultures.
9. What are the opportunities that an organization can enjoy from cultural diversity ?
What are the challenges that an organization faces due to cultural diversity ?

SECTION – C
(Compulsory)

10. Case study : Read the following case and answer the questions given at the end.
Your answer should **not** exceed **six** pages. **(1×15=15)**

Ask Michael E. Marks about his company's procedures for making a big capital investment and he is likely to refer you to the Flextronics International Corporate Policy Manual. It has 80 pages – all of them blank. Although Marks is Flextronics' chairman and CEO, he says he sometimes lets subordinates such as Humphrey W. Porter, the head of Flextronics' European operations, do multi-million-dollar acquisitions without showing him the paperwork. He disdains staff meetings at his San Jose (Calif) headquarters, and he refuses to draw up an organization chart delineating his managers' responsibilities.

One might think Marks's style is too casual for a growing conglomerate. This is a giant that owns dozens of factories scattered over four continents and has big contracts with some of the most demanding corporate customers on earth, from Cisco Systems Inc. to Siemens. In recent years it has acquired manufacturing plants, design firms, and component makers in the United States, Europe and Asia. It also has landed huge manufacturing contracts with Motorola Inc. and Microsoft Corp.

As Marks sees it, the business of global contract manufacturing is all about speed. The time it takes to get a prototype into mass production and onto retail shelves across the globe can determine whether a leading-edge digital gadget succeeds or flops. And with the Internet and corporate makeovers rapidly reconfiguring entire industries. Marks thinks it's a bigger sin to miss important opportunities than to make a mistake or two. So he doesn't want to tie down his top manager with bureaucracy. One of mark's favorite dictum : "It's not the big who eat the small. It's the fast who eat the slow".



So far, marks has managed to craft the right balance. A Harvard MBA who had run several small electronics makers, marks helped engineer a takeover of Singapore-domiciled Flextronics in 1993, when it was nearly bankrupt. After turning the company around, he began to rebuild. Flextronics became a favored supplier to companies like Cisco, 3Com, and Palm. Flextronics is poised to become the world's second-largest contract manufacturer, after Milpitas (Calif.)-based Solectron Corp. Besides the industrial parks in Hungary, it also has huge manufacturing campuses in Mexico, China and Brazil.

The basketball hoop hanging in Mark's modest. Somewhat disheveled office seems to sum up his self-image. Marks is a passionate player – even though he stands all of 5 ft. 2 in. Likewise, in the business world. Marks seems determined to prove a point. One way or another, he's convinced he can retain the agile management style of a start-up, while making Flextronics a global enterprise that can play in the big leagues.

- 1) Based on your reading of the case, describe the leadership process used by Michael Marks. Do you think he is successful because of or in spite of his leadership approach ?
 - 2) What leadership theories covered in the chapter would best support marks ? Give specific examples.
 - 3) How do you think Marks would do in another industry such as retail ?
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MBAH 404

First Semester M.B.A. Degree Examination, January 2017
BUSINESS ADMINISTRATION
Business Research Methods

Time : 3 Hours

Max. Marks : 70

SECTION – A
(Compulsory)

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 are the important concepts relating to research design ? Explain.
2. Briefly describe the different steps involved in a research process.
3. What do you mean by 'Sample Design' ? What points should be taken into consideration by a researcher in sample design for any research project ?

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. What would be the size of the sample if a simple random sample from a population of 4000 items is to be drawn to estimate the percent defective within 2 percent of the true value with 95.5 percent probability ? What would be the size of the sample if the population is assumed to be infinite in the given case ?
5. Ten students are selected at random from a school and their heights are found to be in inches, 50, 52, 52, 53, 55, 56, 57, 58, 58 and 59. In the light of these data, discuss the suggestion that the mean height of the students of the school is 54 inches. You may use 5% level of significance.
6. What is testing of hypothesis ? Explain how it is useful for illustrating a research problem with two examples.

P.T.O.



7. The condition of home and condition of child are given in the following information. Test whether they are independent or not at 1% level of significance.

Condition of child	Condition of Home		Total
	Clean	Dirty	
Clean	70	50	120
Fairly clean	80	20	100
Dirty	35	45	80
Total	185	115	300

8. Explain the meaning of ANOVA. Describe briefly the technique of one way ANOVA and two way ANOVA.

SECTION – C
(Compulsory)

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

9. The measurement of the cholesterol was performed in three different laboratories. The first value of each sample came from one laboratory, the second value came from another laboratory and the third value came from a third laboratory. The data is presented below :

Diet food	Laboratory		
	One	Two	Three
Diet Food A	3.6	4.1	4.0
Diet Food B	3.1	3.2	3.9
Diet Food C	3.2	3.5	3.5
Diet Food D	3.5	3.8	3.8

Perform a two way ANOVA using 5 percent level of significance.

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MBAS 405

First Semester M.B.A. Degree Examination, January 2017
(Choice Based Credit System)
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 is managerial economics / business 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 **five** pages.

(5×8=40)

2. What are the determinants of market demand for a commodity ? How do changes in price, income and advertisement affect the demand for a commodity ?
3. Define income elasticity of demand. Is income elasticity of demand the same for all kinds of consumer goods ? Explain.
4. What are Iso-quants. What are their characteristics ?
5. Discuss the relationship between fixed cost, variable cost, marginal cost and total cost with the help of a diagram.
6. Explain the purpose of short term and long term forecasting.
7. Show graphically price-output determination under monopolistic competition.
8. Critically evaluate dynamic theory and innovation theory of profit.
9. Discuss the important theories of business cycles, and in this connection point out the contribution made by Keynes to the branch of economic theory.

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

10. The annual turnover of the company is as follows :

Year	Sales (in thousand of rupees)
2012	29
2013	36
2014	26
2015	36
2016	37

Estimate the annual sales for 2017 with the help of least square method.

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MBAS 408

First Semester M.B.A. Degree Examination, January 2017

BUSINESS ADMINISTRATION

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 characteristics of Management Support systems with an example.

SECTION – B

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

(5×8=40)

2. Discuss the application of Information Technology in business.
3. What are Information System resources that are core to a business in today's world ?
4. Explain the impact of E-commerce on business.
5. Explain the importance of MS-Excel functions in analysis.
6. Discuss the various issues in information system planning.
7. Discuss how SQL can be used in the generation of tables and decision making.
8. Describe how EDI works in a banking sector.
9. Explain DSS with an example.

P.T.O.



SECTION – C
(Compulsory)

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

(1×15=15)

10. Case Analysis :

Hybrid object and relational databases are finding their way into the data warehousing world. Companies are beginning to use data objects to embed sophisticated data cleansing, modeling, calculating and forecasting routines in a relational data warehouse.

Hybrid Database Management Systems (DMBS) were developed as a way to add unstructured data, such as text or video, into a database. Informix Software markets object extensions called DataBlades to its database management system. Oracle Corporation's object extensions are called Cartridges, and IBM's DB/2 Universal Database supports multimedia extensions.

Because relational structures handle only simple calculations, such as addition or subtraction, users typically move data from the warehouse to a separate server or desktop application to perform complex functions. But doing sophisticated analysis within the framework of a relational database has performance and other advantages, even if it isn't right for everyone and tends to be proprietary, consultants say.

Hybrid database management systems and data warehouses appealed to Sabre Technology Solutions because they combine the scalability of relational databases with the flexibility of object code, explained Brad Jensen, a vice president at the Sabre Group division that develops information systems for the travel industry.

Sabre built a 400G byte summary-data relational warehouse for American Airlines in 1993 for several types of analysis, such as passenger demand, fares, and routes. However, American Airlines later decided it wanted a larger warehouse with detailed data to improve the results of analysis, Jensen said. Sabre is now working on that project.



The first phase of the new 3-terabyte to 5-terabyte warehouse is scheduled to debut in June. It will use Informix's Dynamic Server with DataBlades running a parallel environment. An important part of the strategy is the ability to reuse object code, Jensen said. Sabre is building customized DataBlades using a software development tool kit from Informix, which contains objects for security and integrity, for example.

The strategy also will ensure that everyone at American Airlines uses the same calculations. "American Airlines wants to standardize calculation methods and variable names", Jensen said. For example, many departments have been using different ways to define such common variables as market and fleet. Departments also may calculate formulas, such as the percentage of local passengers on a flight, differently.

Jensen declined to reveal investment or return on investment figures. However, Jensen is convinced of the business value of hybrid databases. "We have seen the power of object extensions to add strategic business functionality, he said.

Case study questions :

- 1) Why are companies moving to hybrid object/relational data warehouses ?
 - 2) What do you think is the strategic business value of a data warehouse to American Airlines ?
 - 3) What business benefits does American Airlines hope to gain from their new hybrid object/relational warehouse ?
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