



**MAHARAJA INSTITUTE OF TECHNOLOGY
THANDAVAPURA**

LIBRARY AND INFORMATION CENTRE

VTU Question Papers

MBA-I & II semester

Jan/Feb-2023 & June/July-2023

2022 Scheme

Maharaja Institute of Technology Thandavapura
Just of NH-766,Mysore-ooty highway,Thandavapura(Vill & Post),Nanjangud Taluk,Mysore
District-571302.

INDEX

Sl.No.	Sub-Code	Subject Title	Exam Date
1	22MBA11	Principles of Management and Organizational Behavior	Jan. /Feb. 2023
2	22MBA12	Entrepreneurship Development	Jan. /Feb. 2023
3	22MBA13	Accounting for Managers	Jan. /Feb. 2023
4	22MBA14	Statistics for Managers	Jan. /Feb. 2023
5	22MBA16	Business Communication	Jan. /Feb. 2023
6	22MBA13	Accounting for Managers	June/July 2023
7	22MBA16	Business Communication	June/July 2023
8	22MBA22	Financial Management	June/July 2023
9	22MBA23	Research Methodology and IPR	June/July 2023
10	22MBA24	Operations Research	June/July 2023
11	22MBA25	Strategic Management	June/July 2023
12	22MBA26	Managerial Economics	June/July 2023

CBCS SCHEME

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22MBA11

First Semester MBA Degree Examination, Jan./Feb. 2023 Principles of Management and Organizational Behavior

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any FOUR full questions, choosing ONE full question from each module.
2. M : Marks , L: Bloom's level , C: Course outcomes.
3. Question No. 8 is compulsory.*

			M	L	C
Q.1	a.	Define the term Management.	3	L1	CO1
	b.	Explain the process of controlling with a flowchart.	7	L3	CO2
	c.	Appraise Henry Fayol's 14 principles of management.	10	L4	CO3
Q.2	a.	What do you mean by leadership?	3	L1	CO1
	b.	Assess the steps involved in planning process.	7	L3	CO2
	c.	Examine in detail the managerial roles by Henry Mintzberg.	10	L2	CO3
Q.3	a.	Define Organizing.	3	L1	CO1
	b.	Identify the difference between Management and Administration.	7	L3	CO3
	c.	What is divisional organization structure? Discuss the advantages and disadvantages of divisional organization structure.	10	L3	CO2
Q.4	a.	Define Organizational Behaviour.	3	L1	CO1
	b.	Briefly explain the MARS model of individual behavior.	7	L2	CO3
	c.	Analyze the stages of team development.	10	L4	CO3
Q.5	a.	What do you mean by Personality?	3	L1	CO1
	b.	Explain the contemporary challenges with respect to organizational behavior.	7	L4	CO4
	c.	Discuss Maslow's Need Hierarchy theory and Four drive theory of motivation.	10	L2	CO3
Q.6	a.	State the advantages of Team.	3	L2	CO1
	b.	Explain the sources of power in organizations.	7	L2	CO3
	c.	Determine action research approach to organizational change.	10	L3	CO2

Q.7	a. What are the types of Attitude?	3	L2	CO2
	b. Briefly explain the reasons for resistance to change and strategies to minimize the resistance to change.	7	L4	CO3
	c. Elaborate the model of Perceptual Process.	10	L2	CO2
Q.8	<p style="text-align: center;"><u>CASE STUDY (Compulsory)</u></p> <p>Rajesh, an IIMB graduate, was appointed as the CEO of Techno consultancy Ltd. Techno developed software packages for finance companies and banks. The ambience of Techno consultancy was rather relaxed with a flat organizational structure. Being a software house, it was natural for programmers and managers to mingle freely with each other. The company promoted a friendly unstructured atmosphere to gel with its nature of business. The average age of a techno employee was 25-27 years. Before Rajesh took over as the CEO, Suraj Sharma, an IITian, was heading Techno consultancy for nearly 4 years. Suraj Sharma was known for his down-to-earth and amicable approach. Out of the total staff of 167 employees, anyone could walk up to him and freely discuss his problems with him. He enjoyed the week-end "Film hours" with his employees when the company would give snacks and tea to all the employees and allow them time and space to enjoy themselves. Techno consultancy has seen a steady growth under him, which intangible terms meant an increase in business turnover of up to Rs.85 crores. His decision to leave for USA came as a shock to all the employees and when the new appointee Rajesh joined techno consultancy, there was apprehension in the air. Rajesh of course, had an excellent track record, with a sound computer engineering degree and the added management qualification from IIMB.</p> <p>Within a few days of taking charge Rajesh introduced a few changes. He saw no value in "Film hours" and decided to discontinue this practice. He also insisted that employees first check with his personal assistant and then meet him. Moreover, when one of the programmers remained absent for more than 2 days without any intimation, Rajesh used strong words to communicate his displeasure to Vasista, the project leader, to whose team the programmer belonged. Vasista obviously found Rajesh strongly opinionated because he realized that Rajesh was not prepared to buy his explanation for the absence. One particular project team ran into trouble chasing the deadline. Rajesh minced no words in communicating to the project manager, Rahul, that if the project was not completed within next 2 weeks, then he may be forced to assign the project to another team. Ofcourse, by now the office 'grapevine' was a buzz that Rajesh has an 'Attitude' problem. In the meanwhile, Rahul resigned along with two other programmers from his team. During the first 6 months, the company showed a slight drop in its profitability. The company's employee turnover went up by whopping 10%. The managing director, Mr. Sadhashiva Murthy was a worried man, he invited Rajesh for a meeting to discuss the issue.</p> <p><u>Questions:</u></p> <p>a. Identify various problems in the leadership style of Rajesh.</p> <p>b. Analyze the leadership style of Suraj Sharma.</p> <p>c. If you were Mr. Sadhashiva Murthy, what course of action you would have initiated.</p> <p>d. In this context state the qualities of a ideal leader.</p>			
	a. Identify various problems in the leadership style of Rajesh.	5	L5	CO4
	b. Analyze the leadership style of Suraj Sharma.	5	L5	CO4
	c. If you were Mr. Sadhashiva Murthy, what course of action you would have initiated.	5	L5	CO4
	d. In this context state the qualities of a ideal leader.	5	L5	CO4

CBCS SCHEME

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22MBA12

First Semester MBA Degree Examination, Jan./Feb. 2023 Entrepreneurship Development

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any FOUR full questions from Q1 to Q7.
2. Question No.8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.*

			M	L	CO
Q.1	a.	What is Sole – Proprietorship?	03	L2	CO1
	b.	“Entrepreneurs are born, not made”. Do you agree with this statement? Justify your statement.	07	L2	CO2
	c.	What are the key features of a successful entrepreneur? Discuss	10	L3	CO3
Q.2	a.	Differentiate between creativity and innovation.	03	L3	CO1
	b.	Explain the various steps involved in business planning process.	07	L4	CO3
	c.	Describe nine building blocks of business model canvas proposed by Alexander Osterwalder.	10	L5	CO4
Q.3	a.	Differentiate between Angel investors and Venture capitalist.	03	L3	CO2
	b.	What are the major forms of business organizations? Explain with suitable examples.	07	L3	CO4
	c.	Why entrepreneurs need finance? Explain the internal and external sources of finance.	10	L3	CO4
Q.4	a.	What are Term loans?	03	L1	CO4
	b.	Discuss the problems faced by women entrepreneurs in India.	07	L3	CO5
	c.	SIDCO plays an important role in stimulating entrepreneurial growth. Explain its objectives and functions.	10	L4	CO5
Q.5	a.	What are intellectual property rights?	03	L1	CO1
	b.	What do you understand by the term Startup? Explain the different Stages of startup.	07	L5	CO4
	c.	Explain the Ethical and Social responsibility issues facing managers today.	10	L4	CO5
Q.6	a.	What is Social Entrepreneurship?	03	L1	CO6
	b.	Write a notes on the objectives and need for entrepreneurship development programs.	07	L5	CO4
	c.	Who is a rural entrepreneur? Describe the potential opportunities for rural entrepreneurship in India.	10	L5	CO6
Q.7	a.	Differentiate between Patent and Copyright.	03	L2	CO5
	b.	Describe the role of NABARD in promoting entrepreneurship development in India.	07	L5	CO4
	c.	Explain in detail the steps involved in setting up a business.	10	L6	CO5

Q.8	<p>CASE STUDY :</p> <p>Mr Rohit has just completed MBA from a reputed B-school and has been offered a job in an MNC with an attractive salary package. However, he has been in a dilemma as to whether to accept the offer or not. It has been a dream from childhood to start a business and become a successful entrepreneur. But, organizing the capital and running around for getting various mandatory clearances were the area of concern for him. His parents also tried to advise him to accept the offer and start a job in MNC. However he has been feeling from the day of his campus interview that he is been destined to do bigger things in life.</p> <p>After consulting the professors and successful entrepreneurs he decided not to accept the job offer and instead decided to venture into a business of his own. Consequently he started mini café with the USP of “Traditional and Homely Taste”. Initially he could maintain the quality and price. But over the time Mr. Rohit realized that his profit started decreasing due to reduced volume of sales. This has been realized by Mr. Rohit and after some time started thinking of diversifying the business. Further, he has also understood that the main reason for reduced volume of sales is, very less number of barriers to enter into business.</p>			
	a. Does Mr. Rohit possess the major qualities required to become a successful entrepreneur?	10	L3	CO3
	b. What strategies should Mr. Rohit adopt to sustain his business in the competitive market?	10	L5	CO4

CBCS SCHEME

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22MBA13

First Semester MBA Degree Examination, Jan./Feb. 2023 Accounting for Managers

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any Four questions from Q.No. 1 to Q.No. 7.
2. Question No. 8 is compulsory
3. M : Marks , L: Bloom's level , C: Course outcomes.*

		M	L	C
Q.1	a.	Define Accounting.		3 L1 CO1
	b.	Differentiate between Trade discount and Cash discount.		7 L2 CO1
	c.	Journalize the following transactions in the books of Mr. X.		10 L4 CO2
		01/06/2017	Mr. X started business with cash Rs 45,000/-	
		01/06/2017	Paid into Bank Rs 25,000/-	
		02/06/2017	Goods purchased for cash Rs 15,000/-	
		03/06/2017	Purchase furniture and payment made by cheque Rs 5000/-	
		08/06/2017	Sold goods for Arvind Rs 4000/-	
		10/06/2017	Goods purchased from Amith Rs 7000/-	
		12/06/2017	Goods returned to Amith Rs 1000/-	
		15/06/2017	Goods returned to Arvind Rs 200/-	
		18/06/2017	Cash received from Arvind Rs 3760/- and discount allowed to him Rs 40.	
		28/06/2017	Cash paid to Amith in full settlement of his account for Rs 5940/-	
Q.2	a.	What is Forensic Accounting?		3 L1 CO1
	b.	Explain the advantages and disadvantages of Ratio Analysis.		7 L2 CO2
	c.	Prepare a three column cash book for the following transaction of Mr. X.		10 L5 CO2
		April 1	Balance of each Rs 7500 and in Bank Rs 13,000/-	
		3	Bought goods for cash Rs 1500/-	
		9	Received from Rajan a cheque of Rs 1350 and allowed him discount of Rs 50/-.	
		11	Above cheque is sent to Bank for collection.	
		15	Paid to Arjun and Company Rs 2250/- by cheque and he allowed a discount of Rs 70/-	
		20	Paid into Bank.	
		28	Bought office furniture and paid by cheque Rs 2,200/-	
		29	Withdraw cash for payment of LIC policy premium Rs 700/-	
		30	Received from Cash Sales Rs 1750/-	
Q.3	a.	What is the Accounting Equation Concept?		3 L1 CO1
	b.	Explain the several methods of Valuation for HRA.		7 L2 CO2

	c.	Prepare Cash flow statement from the following Balance sheet :				10	L6	CO3		
		Liabilities	2020	2021	Assets				2020	2021
		E.S. Capital	3,00,000	4,00,000	Goodwill				1,15,000	90,000
		P.S Capital	1,50,000	1,00,000	Building				2,00,000	1,70,000
		Reserves	40,000	70,000	Machinery				80,000	2,00,000
		P/L A/c	30,000	48,000	Stock				77,000	1,09,000
		Creditors	55,000	83,000	Debtors				1,60,000	2,00,000
		B.P	20,000	16,000	B.R				20,000	30,000
		Provision for tax	40,000	50,000	Cash in hand				25,000	18,000
		Proposed dividend	42,000	50,000						
		6,77,000	8,17,000		6,77,000	8,17,000				
Additional Information :										
1. Interim dividend Rs 20,000/-										
2. Depreciation on Building Rs 20,000/- and on Machinery Rs 10,000/-										
3. Income tax paid Rs 35,000/-										
Q.4	a.	What are the causes of Depreciation?				3	L1	CO1		
	b.	From the following particulars , prepare a Bank Reconciliation statement as on 31 st Dec. 2010. i) Balance as per cash book Rs 5800. ii) Cheque issued but not presented for payment Rs 2000/- iii) Cheque sent for collection by not collected upto 31 st December 2010 Rs 1500. iv) The Bank has wrongly debited the account of the firm by Rs 200. Which was rectified by them after 31 st Dec. Balance as per pass book is Rs 6,100.				7	L6	CO3		
	c.	Y Ltd., purchased a second hand machine on 1/1/2017 for Rs 3,70,000/- and immediately spent Rs 20,000/- on its repair and Rs 10,000/- for installation. On 1/07/2018 it purchased another machinery for Rs 1,00,000/- On 1/7/2019, it sold the first machine for Rs 2,50,000/- and bought another for Rs 3,00,000/-. Depreciation was provided on the machinery at 10% on original cost (SLM) method annually on 31 st December of each year. With effect from 1 st Jan. 2020, the Company changed the method of charging depreciation and adopted WDV method and rate of depreciation is 15% p.a. Prepare Machinery account for 4 years and depreciation account for the same.				10	L6	CO2		
Q.5	a.	What are the elements of cash flow statement?				3	L2	CO1		
	b.	What are the methods of Windowdressing?				7	L3	CO1		
	c.	From the following statements, calculate i) Gross Profit Ratio ii) Net Profit Ratio iii) Operating Ratio iv) Current Ratio v) Acid Test Ratio vi) Stock Turnover Ratio vii) Debtors Turnover Ratio.				10	L5	CO3		

Trading and Profit & Loss A/c			
Particulars	Rs	Particulars	Rs
To, Opening stock	25,000	By, Sales	1,80,000
To, Purchases	1,05,000	By, Closing stock	15,000
To, G.P c/d	65,000		
	1,95,000		1,95,000
To, Administrative Expenses	23,000	By, G.P. b/d	65,000
To, S & D Expenses	10,000	By, Profit on sale of fixed asset	5,000
To, Financial Expenses	2,000		
To, Net Profit	35,000		
	70,000		70,000

Balance Sheet			
Liabilities	Rs	Assets	Rs
Share Capital	50,000	Land & Building	50,000
General Reserve	40,000	Plant & Machinery	20,000
Profit & Loss A/c	15,000	Stock	15,000
Creditors	12,000	Debtors	20,000
B.P	8,000	B.R	5,000
		Cash @ Bank	15,000
	1,25,000		1,25,000

Q.6	a.	Distinguish between Tax evasion and Tax planning.	3	L3	CO1																																	
	b.	From the following Balance sheet, prepare Comparative Balance sheet of Sun Ltd.	7	L5	CO3																																	
		<table border="1"> <thead> <tr> <th></th> <th>31/3/2019</th> <th>31/3/2018</th> </tr> </thead> <tbody> <tr> <td>I) Equities and Liabilities :</td> <td></td> <td></td> </tr> <tr> <td>1. (a) Share capital</td> <td>3,50,000</td> <td>3,00,000</td> </tr> <tr> <td>2. Non – current Liabilities :</td> <td></td> <td></td> </tr> <tr> <td> Long Term Borrowings</td> <td>1,00,000</td> <td>2,00,000</td> </tr> <tr> <td>3. Current Liabilities : Bills Payable.</td> <td>1,50,000</td> <td>1,00,000</td> </tr> <tr> <td></td> <td>6,00,000</td> <td>6,00,000</td> </tr> <tr> <td>II) Assets :</td> <td></td> <td></td> </tr> <tr> <td>1. Non – Current Assets : Fixed Assets (tangibles).</td> <td>4,00,000</td> <td>3,00,000</td> </tr> <tr> <td>2. Current Assets : Bills Receivable</td> <td>2,00,000</td> <td>3,00,000</td> </tr> <tr> <td></td> <td>6,00,000</td> <td>6,00,000</td> </tr> </tbody> </table>		31/3/2019	31/3/2018	I) Equities and Liabilities :			1. (a) Share capital	3,50,000	3,00,000	2. Non – current Liabilities :			Long Term Borrowings	1,00,000	2,00,000	3. Current Liabilities : Bills Payable.	1,50,000	1,00,000		6,00,000	6,00,000	II) Assets :			1. Non – Current Assets : Fixed Assets (tangibles).	4,00,000	3,00,000	2. Current Assets : Bills Receivable	2,00,000	3,00,000		6,00,000	6,00,000			
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	c.	Explain the end uses of Accounting Information.	10	L2	CO1																																	

Q.7	a.	Explain the importance of Bank reconciliation statement.	3	L3	CO1																																																																
	b.	<p>The following is the Trial Balance as on 31st Dec. 2017, prepare by an incompetent accountant. You are required to rewrite in its correct form.</p> <table border="1"> <thead> <tr> <th>Sl. No.</th> <th>Particulars</th> <th>Debit</th> <th>Credit</th> </tr> </thead> <tbody> <tr><td>01</td><td>Capital A/c</td><td>24,000</td><td>-</td></tr> <tr><td>02</td><td>Opening Stock</td><td>8,500</td><td>-</td></tr> <tr><td>03</td><td>Furniture A/c</td><td>2,600</td><td>-</td></tr> <tr><td>04</td><td>Purchase A/c</td><td>-</td><td>8,950</td></tr> <tr><td>05</td><td>Cash @ Bank A/c</td><td>7,300</td><td>-</td></tr> <tr><td>06</td><td>Carriage</td><td>300</td><td>-</td></tr> <tr><td>07</td><td>Sales</td><td>-</td><td>22,500</td></tr> <tr><td>08</td><td>Office rent</td><td>-</td><td>2,270</td></tr> <tr><td>09</td><td>Building</td><td>12,000</td><td>-</td></tr> <tr><td>10</td><td>Return Inward</td><td>1,900</td><td>-</td></tr> <tr><td>11</td><td>Return Outward</td><td>350</td><td>-</td></tr> <tr><td>12</td><td>Trade Expenses</td><td>1,000</td><td>-</td></tr> <tr><td>13</td><td>Discount received</td><td>970</td><td>-</td></tr> <tr><td>14</td><td>Salary</td><td>3,000</td><td>-</td></tr> <tr><td></td><td></td><td>61,920</td><td>33,720</td></tr> </tbody> </table>	Sl. No.	Particulars	Debit	Credit	01	Capital A/c	24,000	-	02	Opening Stock	8,500	-	03	Furniture A/c	2,600	-	04	Purchase A/c	-	8,950	05	Cash @ Bank A/c	7,300	-	06	Carriage	300	-	07	Sales	-	22,500	08	Office rent	-	2,270	09	Building	12,000	-	10	Return Inward	1,900	-	11	Return Outward	350	-	12	Trade Expenses	1,000	-	13	Discount received	970	-	14	Salary	3,000	-			61,920	33,720	7	L5	CO2
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	c.	What are the concepts of Accounting? Explain.	10	L2	CO1																																																																
Q.8	<u>CASE STUDY :</u>	<p>From the following information prepare Final Account in vertical form for XYZ, Limited for the year 2022.</p> <table border="1"> <thead> <tr> <th>Particulars</th> <th>Rs</th> </tr> </thead> <tbody> <tr><td>S. Capital</td><td>50,000</td></tr> <tr><td>Trade Debtors</td><td>6,000</td></tr> <tr><td>Calls in arrears</td><td>2,000</td></tr> <tr><td>Sales</td><td>25,420</td></tr> <tr><td>Land & Building</td><td>6,000</td></tr> <tr><td>Reserves for bad debts</td><td>300 (Cr)</td></tr> <tr><td>Stock (1st Jan)</td><td>8,000</td></tr> <tr><td>Trade Creditors</td><td>6,364</td></tr> <tr><td>Plant & Machinery</td><td>18,500</td></tr> <tr><td>Wages</td><td>1,283</td></tr> <tr><td>Investment</td><td>2,000</td></tr> <tr><td>Profit & Loss A/c (1st Jan) b/d</td><td>1,640</td></tr> <tr><td>Interest on Investment</td><td>75</td></tr> <tr><td>Cash at Bank</td><td>7,275</td></tr> <tr><td>Salaries</td><td>1,430</td></tr> <tr><td>Directors Salary</td><td>1,000</td></tr> <tr><td>Bad debts</td><td>225</td></tr> <tr><td>Gas & Water</td><td>501</td></tr> <tr><td>Rates & Insurance</td><td>150</td></tr> </tbody> </table>	Particulars	Rs	S. Capital	50,000	Trade Debtors	6,000	Calls in arrears	2,000	Sales	25,420	Land & Building	6,000	Reserves for bad debts	300 (Cr)	Stock (1 st Jan)	8,000	Trade Creditors	6,364	Plant & Machinery	18,500	Wages	1,283	Investment	2,000	Profit & Loss A/c (1 st Jan) b/d	1,640	Interest on Investment	75	Cash at Bank	7,275	Salaries	1,430	Directors Salary	1,000	Bad debts	225	Gas & Water	501	Rates & Insurance	150	20	L6	CO3																								
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Manufacturing Expenses	1,600
Directors fees	300
Dividend on shares	2,250
Trade Expenses	120
Purchase	14,210
Preliminary Expenses	500
Return Outward	730
Discount	265
Return Inward	420

Additional Information :

- 1) Stock on 31st Dec. Rs 8,100.
- 2) Provide depreciation on Plant and Machinery @ 10%.
- 3) Write off half of preliminary expenses and make reserves for Bad debts upto Rs 400/-.
- 4) Transfer Rs 1000/- to General reserve.
- 5) Ignore Corporate tax on dividend.

CBCS SCHEME

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22MBA14

First Semester MBA Degree Examination, Jan./Feb. 2023 Statistics for Managers

Time: 3 hrs.

Max. Marks: 100

- Note:** 1. Answer any **FOUR** full questions from Q.No.1 to Q.No.7.
 2. Question No. 8 is compulsory.
 3. Use of Statistical Tables may be permitted.
 4. M : Marks , L: Bloom's level , C: Course outcomes.

			M	L	C																					
Q.1	a.	Classify the importance of statistics.	03	L2	CO1																					
	b.	Find the 3 rd quartile, quartile deviation and coefficient of quartile deviation. <table border="1" style="width: 100%; margin-top: 5px;"> <tr> <td style="width: 20%;">Wages (in Rs.)</td> <td style="width: 10%;">30-40</td> <td style="width: 10%;">40-50</td> <td style="width: 10%;">50-60</td> <td style="width: 10%;">60-70</td> <td style="width: 10%;">70-80</td> <td style="width: 10%;">80-90</td> <td style="width: 10%;">90-100</td> </tr> <tr> <td>Number of persons</td> <td>1</td> <td>3</td> <td>11</td> <td>21</td> <td>43</td> <td>21</td> <td>9</td> </tr> </table>	Wages (in Rs.)	30-40	40-50	50-60	60-70	70-80	80-90	90-100	Number of persons	1	3	11	21	43	21	9	07	L3	CO2					
	Wages (in Rs.)	30-40	40-50	50-60	60-70	70-80	80-90	90-100																		
Number of persons	1	3	11	21	43	21	9																			
c.	From the prices x and y of shares A and B respectively given below, state which share is more stable in value? Interpret. <table border="1" style="width: 100%; margin-top: 5px;"> <tr> <td style="width: 15%;">Price of share A, X</td> <td>55</td> <td>54</td> <td>52</td> <td>53</td> <td>56</td> <td>58</td> <td>52</td> <td>50</td> <td>51</td> <td>49</td> </tr> <tr> <td>Price of share B, Y</td> <td>108</td> <td>107</td> <td>105</td> <td>105</td> <td>106</td> <td>107</td> <td>104</td> <td>103</td> <td>104</td> <td>101</td> </tr> </table>	Price of share A, X	55	54	52	53	56	58	52	50	51	49	Price of share B, Y	108	107	105	105	106	107	104	103	104	101	10	L3	CO2
Price of share A, X	55	54	52	53	56	58	52	50	51	49																
Price of share B, Y	108	107	105	105	106	107	104	103	104	101																
Q.2	a.	Distinguish between correlation and regression.	03	L4	CO2																					
	b.	From the following table solve the coefficient of correlation by Karl Pearson's method. <table border="1" style="width: 60%; margin-top: 5px;"> <tr> <td style="width: 5%;">X</td> <td>6</td> <td>2</td> <td>10</td> <td>4</td> <td>8</td> </tr> <tr> <td>Y</td> <td>9</td> <td>11</td> <td>5</td> <td>8</td> <td>7</td> </tr> </table>	X	6	2	10	4	8	Y	9	11	5	8	7	07	L3	CO2									
	X	6	2	10	4	8																				
Y	9	11	5	8	7																					
c.	From the following data, calculate the rank correlation coefficient after making adjustment for tied ranks and interpret. <table border="1" style="width: 80%; margin-top: 5px;"> <tr> <td style="width: 5%;">X</td> <td>48</td> <td>33</td> <td>40</td> <td>9</td> <td>16</td> <td>16</td> <td>65</td> <td>24</td> <td>16</td> <td>57</td> </tr> <tr> <td>Y</td> <td>13</td> <td>13</td> <td>24</td> <td>6</td> <td>15</td> <td>4</td> <td>20</td> <td>9</td> <td>6</td> <td>19</td> </tr> </table>	X	48	33	40	9	16	16	65	24	16	57	Y	13	13	24	6	15	4	20	9	6	19	10	L3	CO2
X	48	33	40	9	16	16	65	24	16	57																
Y	13	13	24	6	15	4	20	9	6	19																
Q.3	a.	Explain the rules of probability.	03	L2	CO3																					
	b.	The number of defects per unit in a sample of 330 units of manufactured products was given below. Estimate Poisson distribution to the data given: [$e^{-0.439} = 0.6447$]. <table border="1" style="width: 60%; margin-top: 5px;"> <tr> <td style="width: 25%;">No. of defects</td> <td>0</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>No. of units</td> <td>214</td> <td>92</td> <td>20</td> <td>3</td> <td>1</td> </tr> </table>	No. of defects	0	1	2	3	4	No. of units	214	92	20	3	1	07	L5	CO3									
No. of defects	0	1	2	3	4																					
No. of units	214	92	20	3	1																					
Q.4	a.	Dissect Time Series Analysis and its uses.	03	L4	CO4																					
	b.	Explain the objectives and components of time series analysis.	07	L4	CO4																					

	c.	You have been provided with the figures of production (in 000's tons) of sugar factory. <table border="1"> <thead> <tr> <th>Year</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Production</td> <td>77</td> <td>88</td> <td>94</td> <td>85</td> <td>91</td> <td>98</td> <td>90</td> </tr> </tbody> </table> <p>(i) Fit a straight line and apply the method of Least Square and find trend value. (ii) What is the yearly increase in production? (iii) Estimate production in 2023.</p>	Year	2016	2017	2018	2019	2020	2021	2022	Production	77	88	94	85	91	98	90	10	L5	CO4																			
Year	2016	2017	2018	2019	2020	2021	2022																																	
Production	77	88	94	85	91	98	90																																	
Q.5	a.	Dissect Hypothesis Testing.	03	L4	CO4																																			
	b.	Explain the procedure of hypothesis testing.	07	L5	CO4																																			
	c.	Estimate the seasonal index for the following data assuming that there is no need to adjust the data for the trend. [Simple average method] <table border="1"> <thead> <tr> <th>Quarter</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>3.5</td> <td>3.5</td> <td>3.5</td> <td>4.0</td> <td>4.1</td> <td>4.2</td> </tr> <tr> <td>2</td> <td>3.9</td> <td>4.1</td> <td>3.9</td> <td>4.6</td> <td>4.4</td> <td>4.6</td> </tr> <tr> <td>3</td> <td>3.4</td> <td>3.7</td> <td>3.7</td> <td>3.8</td> <td>4.2</td> <td>4.3</td> </tr> <tr> <td>4</td> <td>3.6</td> <td>4.8</td> <td>4.0</td> <td>4.5</td> <td>4.5</td> <td>4.7</td> </tr> </tbody> </table>	Quarter	2017	2018	2019	2020	2021	2022	1	3.5	3.5	3.5	4.0	4.1	4.2	2	3.9	4.1	3.9	4.6	4.4	4.6	3	3.4	3.7	3.7	3.8	4.2	4.3	4	3.6	4.8	4.0	4.5	4.5	4.7	10	L5	CO4
Quarter	2017	2018	2019	2020	2021	2022																																		
1	3.5	3.5	3.5	4.0	4.1	4.2																																		
2	3.9	4.1	3.9	4.6	4.4	4.6																																		
3	3.4	3.7	3.7	3.8	4.2	4.3																																		
4	3.6	4.8	4.0	4.5	4.5	4.7																																		
Q.6	a.	Explain the method of estimating trends.	03	L4	CO4																																			
	b.	Fit a binomial distribution to the following data and interpret. <table border="1"> <thead> <tr> <th>x</th> <th>0</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> </tr> </thead> <tbody> <tr> <td>f</td> <td>28</td> <td>62</td> <td>46</td> <td>10</td> <td>4</td> </tr> </tbody> </table>	x	0	1	2	3	4	f	28	62	46	10	4	07	L3	CO3																							
x	0	1	2	3	4																																			
f	28	62	46	10	4																																			
	c.	The sales data of an item in six shops before and after a special promotional campaign are as under: <table border="1"> <thead> <tr> <th>Shops</th> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> <th>F</th> </tr> </thead> <tbody> <tr> <td>Before campaign</td> <td>53</td> <td>28</td> <td>31</td> <td>48</td> <td>50</td> <td>42</td> </tr> <tr> <td>After campaign</td> <td>58</td> <td>29</td> <td>30</td> <td>55</td> <td>56</td> <td>45</td> </tr> </tbody> </table> <p>Can the campaign be judged to be a success? Test at 5% level of significance. Interpret.</p>	Shops	A	B	C	D	E	F	Before campaign	53	28	31	48	50	42	After campaign	58	29	30	55	56	45	10	L5	CO4														
Shops	A	B	C	D	E	F																																		
Before campaign	53	28	31	48	50	42																																		
After campaign	58	29	30	55	56	45																																		
Q.7	a.	Explain the term "cyclical component of a time series".	03	L2	CO4																																			
	b.	Calculate three yearly moving averages for the following data and comment on the results: <table border="1"> <thead> <tr> <th>Year</th> <th>2010</th> <th>2011</th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td>Y</td> <td>242</td> <td>250</td> <td>252</td> <td>249</td> <td>253</td> <td>251</td> <td>257</td> <td>260</td> <td>265</td> <td>262</td> </tr> </tbody> </table>	Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Y	242	250	252	249	253	251	257	260	265	262	07	L5	CO4													
Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019																														
Y	242	250	252	249	253	251	257	260	265	262																														
	c.	Estimate seasonal indices by the Ratio to Moving Average Method from the following data of the sales (y) of a firm in lakhs of rupees. <table border="1"> <thead> <tr> <th>Year</th> <th>I Quarter</th> <th>II Quarter</th> <th>III Quarter</th> <th>IV Quarter</th> </tr> </thead> <tbody> <tr> <td>2001</td> <td>68</td> <td>62</td> <td>61</td> <td>63</td> </tr> <tr> <td>2002</td> <td>65</td> <td>58</td> <td>66</td> <td>61</td> </tr> <tr> <td>2003</td> <td>68</td> <td>63</td> <td>63</td> <td>67</td> </tr> </tbody> </table>	Year	I Quarter	II Quarter	III Quarter	IV Quarter	2001	68	62	61	63	2002	65	58	66	61	2003	68	63	63	67	10	L5	CO4															
Year	I Quarter	II Quarter	III Quarter	IV Quarter																																				
2001	68	62	61	63																																				
2002	65	58	66	61																																				
2003	68	63	63	67																																				
Q.8		The hourly wages of 1000 workmen are normally distributed around a mean of Rs.70 and with a standard deviation of Rs.5. Estimate the number of workers whose hourly wages will be (i) Between Rs.69 and Rs.72 (ii) More than Rs.75 (iii) Less than Rs.63 (iv) Also estimate the lowest hourly wages of the 100 highest paid workers.	20	L5	CO3																																			

CBCS SCHEME

USN

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22MBA16

First Semester MBA Degree Examination, Jan./Feb. 2023 Business Communication

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.*

			M	L	C
Q.1	a.	Give the meaning of Business Communication.	3	L1	CO1
	b.	Explain Communication process in detail.	7	L2	CO1
	c.	Enumerate different types of Communication.	10	L2	CO1
Q.2	a.	What is Conversational Control?	3	L1	CO1
	b.	Explain the process of Listening.	7	L2	CO1
	c.	Explain the advantages and disadvantages of Oral Communication.	10	L2	CO1
Q.3	a.	What do you mean by Business Letters?	3	L1	CO2
	b.	Explain the principles of effective writing.	7	L2	CO2
	c.	Explain the 3 × 3 writing process for Business Communication.	10	L2	CO2
Q.4	a.	What is Memo?	3	L1	CO2
	b.	Write a Thank You letter to your client for purchasing a product from your Company.	7	L3	CO2
	c.	Discuss the various components of Long Formal Report.	10	L2	CO2
Q.5	a.	What do you mean by Etiquette?	3	L1	CO3
	b.	Explain the process of Business Case Analysis.	7	L2	CO3
	c.	What is a CV? Write a CV of Your's in seeking a job from an employer of your choice.	10	L3	CO3
Q.6	a.	Give the meaning of Press Conference.	3	L1	CO3
	b.	Explain different types of Non – Verbal Communication.	7	L2	CO1
	c.	Explain 7Cs of effective Communication in detail.	10	L2	CO1

Q.7	a. Define the term Negotiation.	3	L1	CO4
	b. Explain the stages of Negotiation process.	7	L2	CO4
	c. What is Technology enable Communication? Explain the different types of Technology enabled Communication used in an Organisation.	10	L3	CO4
Q.8	<p><u>CASE STUDY :</u></p> <p>Shilpa Corporation [SC] has recently embarked on a new kind of training. The Corporation is teaching many of its Employees – especially those in marketing and sales to make decisions on the basis of non – Verbal Communication clues. For Nalini Varma, vice President of SC, focusing on non – Verbal Communication has become an important part of her inter – personal dealings, several years ago, Varma became interested in how body movements and mannerisms truly reflect what an individual is saying continually reading in this area of study, Varma has been able to make decisions about potential employees and potential customers by reading them. For example, Varma believes that body language can give a person competitive advantages. It can make the difference when closing the sale or in SC’s case hiring new Employees. For example, during interviews Nalini pays constant attention to the Job Candidates eye movements and mannerisms. She believes that she can correctly predict if the Candidate will be an aggressive sales person while simultaneously being personable and friendly. How does she do this? She does this by looking at their eyes and the way they present themselves. In one case, a hiring decision came down to the people. The first Candidate never looked Nalini in the eye, leaned back in his/her chair and crossed both his/her legs and arms. The first Candidate demonstrated the Communication skills that Varma found aligned with successful performance in her Organisation. Nalini Varma is convinced that non – Verbal Communication can play a significant role in helping her Organization achieve its annual sales goals personally. She has found that it has helped quality costumes for example, even though a potential customer says “Yes” with his/her arms and legs crossed emphatically, it means state “No” understanding this, Varma is in better position to probe further into the possible objectives the customer has, she found that , in many cases, she is able to steer the conversation in an direction that ultimately leads to successfully closed a sale. And that is a major competitive advantage.</p> <p>Questions :</p> <p>a. What problems can Varma encounter by her heavy reliance on non – Verbal Communication?</p> <p>b. What Communication guidance would you give to Varma and Individuals like her who place an inordinately high value on body language? Explain your position.</p>			
		10	L3	CO3
		10	L3	CO3

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CBCS SCHEME

USN

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22MBA13

First Semester MBA Degree Examination, June/July 2023 Accounting for Managers

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.**

		M	L	C			
Q.1	a.	Define GAAP.		3	L1	CO1	
	b.	Briefly explain any seven uses of accounting information.		7	L2	CO1	
	c.	Journalize the following transactions in the books of X Co.		10	L3	CO1	
	April 1 st	Commenced business with cash	Rs.	10,000			
	April 2 nd	Deposited into bank	Rs.	5,000			
	April 4 th	Purchased goods for cash	Rs.	3,000			
	April 5 th	Sold goods for cash	Rs.	2,500			
	April 7 th	Purchased goods from Mr.A on credit	Rs.	4,000			
	April 9 th	Sold goods to Mr.B on credit	Rs.	4,500			
	April 10 th	Withdrew from Bank	Rs.	3,000			
	April 12 th	Paid to Mr. "A" on account	Rs.	2,000			
	April 15 th	Received from Mr. "B" on account	Rs.	2,500			
	April 20 th	Took loan from Mr. "C"	Rs.	5,000			
	April 21 st	Gave loan to Mr. "D"	Rs.	4,000			
	April 28 th	Paid salaries	Rs.	1,000			
	April 29 th	Received commission	Rs.	200			
	April 30 th	Cash withdrawn from the business for personal use.	Rs.	300			
Q.2	a.	What is Trial balance?		3	L1	CO1	
	b.	Discuss the accounting concepts in detail.		7	L2	CO1	
	c.	The balance sheets of Charat Engg. Ltd. are given below. Prepare a cash flow statement for the year 2023 in accordance with AS-3 (revised)		10	L3	CO2	
	Capital	and	2023	2022	Assets	2023	2022
	Liabilities						
	Stock holders equity		207	160	Fixed assets	300	100
	Long term debt		150	-	Inventories	100	50
	Current liabilities		105	30	Receivables	60	30
					Cash	2	10
	Total		462	190	Total	462	90
			Net income before taxes was Rs.81 lakh. Taxes paid were Rs.27 lakh. Net Income was Rs.54 lakh. Cash dividend paid was Rs.7 lakh. Depreciation was Rs.20 lakh. Fixed assets were purchased Rs.220 lakh, Rs.150 lakh of which was financed via the issuance of long term debt and the rest from cash.				
	Q.3	a.	State any three ways of window dressing.		3	L1	CO1
b.		Briefly explain the various methods of Human Resource Accounting.		7	L2	CO1	

	<p>c. From the following income statement, interpret the results of operations of manufacturing concern using trend ratios.</p> <p style="text-align: center;">Income statement (Statement of P and L)</p> <p style="text-align: right;">(in '000' Rs.)</p> <table border="1"> <thead> <tr> <th>Items</th> <th>31/3/2022</th> <th>31/3/2021</th> <th>31/3/2020</th> <th>31/3/2019</th> </tr> </thead> <tbody> <tr> <td>Net sales</td> <td>13,000</td> <td>12,000</td> <td>9,500</td> <td>10,000</td> </tr> <tr> <td>Less cost of goods sold</td> <td>7,280</td> <td>6,960</td> <td>5,890</td> <td>6,000</td> </tr> <tr> <td>Gross profit</td> <td>5,720</td> <td>5,040</td> <td>3,610</td> <td>4,000</td> </tr> <tr> <td>Less operating expenses</td> <td>1,200</td> <td>1,100</td> <td>970</td> <td>1,000</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>4,520</td> <td>3,940</td> <td>2,640</td> <td>3,000</td> </tr> <tr> <td>Add Other income</td> <td>120</td> <td>180</td> <td>150</td> <td>100</td> </tr> <tr> <td>Net profit before tax</td> <td>4,640</td> <td>4,120</td> <td>2,790</td> <td>3,100</td> </tr> <tr> <td>Less Tax</td> <td>2,320</td> <td>2,060</td> <td>1,395</td> <td>1,550</td> </tr> <tr> <td>Net profit after tax</td> <td>2,320</td> <td>2,060</td> <td>1,395</td> <td>1,550</td> </tr> </tbody> </table>	Items	31/3/2022	31/3/2021	31/3/2020	31/3/2019	Net sales	13,000	12,000	9,500	10,000	Less cost of goods sold	7,280	6,960	5,890	6,000	Gross profit	5,720	5,040	3,610	4,000	Less operating expenses	1,200	1,100	970	1,000	Total	4,520	3,940	2,640	3,000	Add Other income	120	180	150	100	Net profit before tax	4,640	4,120	2,790	3,100	Less Tax	2,320	2,060	1,395	1,550	Net profit after tax	2,320	2,060	1,395	1,550	10	L4	CO2
Items	31/3/2022	31/3/2021	31/3/2020	31/3/2019																																																		
Net sales	13,000	12,000	9,500	10,000																																																		
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Net profit after tax	2,320	2,060	1,395	1,550																																																		
Q.4	<p>a. Distinguish between Trade discount and Cash discount.</p>	3	L1	CO1																																																		
	<p>b. The following trial balance has been prepared wrongly, you are asked to prepare it correctly and find out missing figure of 'Reserve fund'.</p> <p style="text-align: right;">(Amt in Rs.)</p> <table border="1"> <thead> <tr> <th>Heads of accounts</th> <th>Debit</th> <th>Credit</th> </tr> </thead> <tbody> <tr> <td>Cash A/C</td> <td>-</td> <td>15,000</td> </tr> <tr> <td>Outstanding taxes A/C</td> <td>-</td> <td>1,800</td> </tr> <tr> <td>Outstanding salaries A/C</td> <td>6,000</td> <td></td> </tr> <tr> <td>Accounts Receivables</td> <td>33,000</td> <td></td> </tr> <tr> <td>Capital A/C</td> <td>1,20,000</td> <td></td> </tr> <tr> <td>Inventory</td> <td></td> <td>42,000</td> </tr> <tr> <td>Long term loan</td> <td></td> <td>68,000</td> </tr> <tr> <td>Building A/C (Net)</td> <td></td> <td>1,20,000</td> </tr> <tr> <td>Land A/C</td> <td>12,000</td> <td></td> </tr> <tr> <td>Account payable A/C</td> <td></td> <td>14,000</td> </tr> <tr> <td>Other assets</td> <td>4,000</td> <td></td> </tr> <tr> <td>Dividend payable</td> <td>5,000</td> <td></td> </tr> </tbody> </table>	Heads of accounts	Debit	Credit	Cash A/C	-	15,000	Outstanding taxes A/C	-	1,800	Outstanding salaries A/C	6,000		Accounts Receivables	33,000		Capital A/C	1,20,000		Inventory		42,000	Long term loan		68,000	Building A/C (Net)		1,20,000	Land A/C	12,000		Account payable A/C		14,000	Other assets	4,000		Dividend payable	5,000		7	L3	CO1											
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Inventory		42,000																																																				
Long term loan		68,000																																																				
Building A/C (Net)		1,20,000																																																				
Land A/C	12,000																																																					
Account payable A/C		14,000																																																				
Other assets	4,000																																																					
Dividend payable	5,000																																																					
	<p>c. Show the accounting equation on the basis of the following transactions :</p> <p>(i) Mr. Dileep started his business with a capital of Rs.3,00,000.</p> <p>(ii) Purchased goods from Mallika on credit Rs.70,000.</p> <p>(iii) Paid into bank Rs.10,000.</p> <p>(iv) Paid to Mallika for full settlement of Rs.69,700.</p> <p>(v) Cash sales Rs.2,00,000.</p> <p>(vi) Sold goods to Meena Rs.1,75,000.</p> <p>(vii) Purchased goods from Bhumika on credit Rs.45,000.</p> <p>(viii) Paid to Bhumika by cheque Rs.45,000</p> <p>(ix) Received from Meena for full settlement Rs.1,74,600.</p> <p>(x) Withdraw from Bank for office use Rs.20,000</p> <p>(xi) Withdraw for Personal use Rs.3,000</p> <p>(xii) Paid salary Rs.20,000</p>	10	L4	CO1																																																		
Q.5	<p>a. What do you mean by Window dressing?</p>	3	L1	CO1																																																		

	b.	From the following particulars, prepare a Bank Reconciliation statement showing the balance as per Pass book on 31 st March 2023. The following cheques were paid into the firm's current A/C in Mrarch 2023, but were credited by the bank in April 2023. Mr. "A" Rs.2,500, Mr. "B" Rs.3,000, Mr. "C" Rs.2,400. The following cheques were issued by the firm in March 2023, but were cashed in April 2023. Mr. "D" Rs.3,000, Mr. "E" Rs.5,000, Mr. "F"Rs.3,000. The Pass Book Bank shows a credit of Rs.2,500/- for Interest and a debit of Rs.50/- for bank charges. The Bank balance as per cash book was Rs.18,000.	7	L3	CO1																												
	c.	From the following information, construct the suitable cash book with cash, bank and discount column.	10	L3	CO1																												
		<table border="1"> <tr> <td>April 2022, 1st</td> <td>Commenced business with Rs.16,000 in cash</td> </tr> <tr> <td>2nd</td> <td>Paid into bank Rs.14,500</td> </tr> <tr> <td>10th</td> <td>Bought goods for Rs.3,850 and paid by cheque</td> </tr> <tr> <td>10th</td> <td>Bought furniture for cash Rs.680</td> </tr> <tr> <td>15th</td> <td>Sold goods for cash Rs.2,600 and deposited the same into bank.</td> </tr> <tr> <td>16th</td> <td>Bought goods for Rs.4,850 and paid by cheque</td> </tr> <tr> <td>20th</td> <td>Bought stationary for Rs.185</td> </tr> <tr> <td>22nd</td> <td>Received cash from Hegde Rs.680/- allowing him a discount of Rs.20/-.</td> </tr> <tr> <td>24th</td> <td>Paid Santosh his dues by a cheque of Rs.240 receiving a discount of Rs.10/-.</td> </tr> <tr> <td>25th</td> <td>Paid to Chandra by cheque Rs.400</td> </tr> <tr> <td>26th</td> <td>Sold goods for cash Rs.585 and remitted the same into bank.</td> </tr> <tr> <td>28th</td> <td>Cheque paid to Chandra returned dishonoured.</td> </tr> <tr> <td>30th</td> <td>Drew cheque for salary Rs.2,365</td> </tr> <tr> <td>31st</td> <td>Drew cheque for Personal use Rs.100/-</td> </tr> </table>	April 2022, 1 st	Commenced business with Rs.16,000 in cash	2 nd	Paid into bank Rs.14,500	10 th	Bought goods for Rs.3,850 and paid by cheque	10 th	Bought furniture for cash Rs.680	15 th	Sold goods for cash Rs.2,600 and deposited the same into bank.	16 th	Bought goods for Rs.4,850 and paid by cheque	20 th	Bought stationary for Rs.185	22 nd	Received cash from Hegde Rs.680/- allowing him a discount of Rs.20/-.	24 th	Paid Santosh his dues by a cheque of Rs.240 receiving a discount of Rs.10/-.	25 th	Paid to Chandra by cheque Rs.400	26 th	Sold goods for cash Rs.585 and remitted the same into bank.	28 th	Cheque paid to Chandra returned dishonoured.	30 th	Drew cheque for salary Rs.2,365	31 st	Drew cheque for Personal use Rs.100/-			
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Q.6	a.	What is depreciation?	3	L1	CO1																												
	b.	Distinguish between Interim dividend and final dividend.	7	L2	CO3																												
	c.	On 1 st April 2020, a firm purchased a machinery for Rs.2,00,000. On 1 st October 2020 an additional machinery costing Rs.1,00,000 was purchased. On 1 st October 2021, the machinery purchased on 1 st April 2020 having become obsolete was sold for Rs.90,000. On 1 st October 2022, a new machinery was purchased for Rs.2,50,000 while the machinery purchased on 1 st October 2020, was sold for Rs.85,000/- on the same day. The firm provides depreciation on its machinery @ 10% p.a. on 31 st March every year. Show the machinery account for the period of 3 years ending 31 st March 2022 under SLM method.	10	L3	CO1																												
Q.7	a.	What is Bank Reconciliation statement?	3	L1	CO1																												
	b.	State any seven causes of differences in the balances of cash book and bank pass book.	7	L2	CO1																												
	c.	The ratio relating to the activities of National Traders Ltd., are as follows : Debtor's velocity – 3 months ; Stock velocity – 8 months Creditors velocity – 2 months ; Gross profit ratio 25% Gross profit for current years ended 31 st March amounts to Rs.4,00,000. Closing stock of the year is Rs.10,000 above the opening stock. Bills receivable amount to Rs.25,000 and Bills payable amount to Rs.10,000. Find out / Analyze : (i) Sales (ii) Sundry debtors (iii) Closing stock (ii) Sundry creditors	10	L4	CO2																												

Q.8

Case Study:

20

L6

CO3

From the following ledger balances, prepare statement of Income, Expenses and Balance sheet for the year ended 31st March 2023 of XYZ Co. Ltd.

Sl. No.	Name of the accounts	Debit	Credit
1	Drawings	70,000	
2	Capital	-	5,00,000
3	Bills payable	-	85,000
4	Good will	70,000	
5	Land and Building	1,50,000	
6	Plant and Machinery	1,20,000	
7	Loose tools	55,000	
8	Bills receivables	1,30,000	
9	Stock on 1 st April 2022	10,000	
10	Sundry creditors	-	1,75,000
11	Purchase returns	-	15,000
12	Sales Revenue	-	5,25,000
13	Purchases	1,25,000	
14	Wages	40,000	
15	Carriage outwards	12,000	
16	Carriage inwards	17,000	
17	Coal	25,000	
18	Salary	40,000	
19	Rent, Rates and taxes	19,000	
20	Discount	14,000	
21	Cash at bank	1,20,000	
22	Cash in hand	60,000	
23	Sundry debtors	1,05,000	
24	Repairs	15,000	
25	Printing and stationary	7,500	
26	Bad debts	2,000	
27	Advertisements	4,500	
28	Sales returns	4,000	
29	Furniture	40,000	
30	General expenses	20,000	
31	Excise duty	25,000	
Total		12,75,000	12,75,000

Adjustments :

- (i) Closing inventory was valued at Rs. 75,000.
- (ii) Depreciate plant and machinery, tools and furniture by 15% and Land Buildings by 10%.
- (iii) Outstanding wages Rs.10,000
- (iv) Advertisement prepaid to the extent of Rs.1,800/-.
- (v) Provide 5% on debtors against bad debts and 2% against discount.

CBCS SCHEME

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22MBA16

First Semester MBA Degree Examination, June/July 2023 Business Communication

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.*

			M	L	C
Q.1	a.	Define Communication.	3	L1	CO1
	b.	Differentiate Formal and Informal Communication.	7	L2	CO3
	c.	Explain different barriers of Communication with examples.	10	L2	CO2
Q.2	a.	What is Oral Communication?	3	L1	CO1
	b.	Describe the steps in two – way Communication process.	7	L2	CO2
	c.	Illustrate the principles of Oral Communication.	10	L3	CO4
Q.3	a.	Define Pre – Writing.	3	L1	CO1
	b.	List out the principles of effective written communication.	7	L1	CO2
	c.	Explain the components of Business Letter with examples.	10	L2	CO3
Q.4	a.	What is an Agenda?	3	L1	CO1
	b.	Explain different types of Business Reports.	7	L2	CO3
	c.	Explain various components of Business Report.	10	L2	CO3
Q.5	a.	What is an Interview?	3	L1	CO1
	b.	Illustrate the components of CV.	7	L4	CO3
	c.	Explain the impact of Technological advancement on Communication.	10	L2	CO3
Q.6	a.	What is Negotiation?	3	L1	CO1
	b.	Explain the factors affecting Negotiation.	7	L2	CO2
	c.	Illustrate various elements of effective presentation.	10	L4	CO3

Q.7	a.	Define Etiquette.	3	L1	CO1
	b.	Explain 3 × 3 writing process for Business Communication.	7	L3	CO3
	c.	Illustrate different types of listening with examples.	10	L3	CO4
Q.8	CASE STUDY : (Compulsory)				
		<p>Manoj works at Hotel Grand as a Manager. Each day he greets guests, answer their questions and arrange tours, transport and other activities, while they are staying in Hotel. One day Manoj had severe back pain. Unfortunately he left with no leave. He was hoping it would be a quiet day because he was not in mood to answer any queries.</p> <p>As he was resting with his head down, Priya, a guest at the Hotel came to his desk. She wanted to visit some place so she came over to Manoj and asked for his assistance. Manoj was not attentive to her request. His face showed his annoyance as he handed her a map of the City, without uttering a single word. When Priya asked him which vehicle to catch, he pointed to a bus timetable. She was very annoyed by Manoj's lack of assistance and told him so. During Priya's outburst Manoj picked up ringing telephone and turned his back on her. Priya could not believe Manoj's attitude and told him that she would take up this matter with the Management of the Hotel.</p> <p>Questions :</p>			
	a.	Describe Manoj's non – verbal Communication.	5	L3	CO3
	b.	What parts of the case study shows us examples of poor Communication?	8	L2	CO2
	c.	How could this situation improved?	7	L4	CO4

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CBCS SCHEME

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22MBA22

Second Semester MBA Degree Examination, June/July 2023 Financial Management

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. Time value table is permitted.
4. M : Marks , L: Bloom's level , C: Course outcomes.*

			M	L	C																
Q.1	a.	What do you mean by Financial Management?	3	L2	CO1																
	b.	An executive is about to retire at the age of 60, his employer has offered him two post retirement options. i) 20,00,000 lump sum ii) 2,50,000 for 10 years. Assuming 10% interest which is a better option.	7	L4	CO2																
	c.	XYZ Company borrows Rs 10,00,000 at the rate of interest 15% p.a. The loan is to be repaid 5 equal Annual instalments paid at the end of each year. Prepare Loan amortization Schedule.	10	L4	CO4																
Q.2	a.	What is Time value of Money?	3	L2	CO1																
	b.	Discuss the factors determining working capital.	7	L3	CO2																
	c.	Explain in detail the Indian Financial System.	10	L4	CO4																
Q.3	a.	What is CAPM?	3	L2	CO1																
	b.	Pentagon Ltd., is evaluating a project that has the following cash flow stream associated with it. <table border="1" style="margin: 5px auto; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Year</td> <td style="padding: 2px;">0</td> <td style="padding: 2px;">1</td> <td style="padding: 2px;">2</td> <td style="padding: 2px;">3</td> <td style="padding: 2px;">4</td> <td style="padding: 2px;">5</td> <td style="padding: 2px;">6</td> </tr> <tr> <td style="padding: 2px;">Cash flow (Rs in millions)</td> <td style="padding: 2px;">- 120</td> <td style="padding: 2px;">- 80</td> <td style="padding: 2px;">20</td> <td style="padding: 2px;">60</td> <td style="padding: 2px;">80</td> <td style="padding: 2px;">100</td> <td style="padding: 2px;">120</td> </tr> </table> The cost of capital is 15%. You are required to calculate the Modified Internal Rate of Return (MIRR).	Year	0	1	2	3	4	5	6	Cash flow (Rs in millions)	- 120	- 80	20	60	80	100	120	7	L5	CO3
	Year	0	1	2	3	4	5	6													
Cash flow (Rs in millions)	- 120	- 80	20	60	80	100	120														
c.	Discuss various factors affecting the dividend policy of an organization.	10	L4	CO4																	
Q.4	a.	What is an Operating Cycle?	3	L2	CO1																
	b.	The following information is available in respect of a product : <table border="1" style="margin: 5px auto; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Units sold</td> <td style="padding: 2px;">: 1,80,000</td> </tr> <tr> <td style="padding: 2px;">Unit sales price</td> <td style="padding: 2px;">: Rs 5</td> </tr> <tr> <td style="padding: 2px;">Fixed cost</td> <td style="padding: 2px;">: Rs 2,40,000</td> </tr> <tr> <td style="padding: 2px;">Variable cost per unit</td> <td style="padding: 2px;">: Re 1</td> </tr> <tr> <td style="padding: 2px;">Tax rate</td> <td style="padding: 2px;">: 50%</td> </tr> <tr> <td style="padding: 2px;">10% Debt capital</td> <td style="padding: 2px;">: Rs 6,00,000</td> </tr> </table> Calculate Operating Leverage , Financial and Combined Leverage.	Units sold	: 1,80,000	Unit sales price	: Rs 5	Fixed cost	: Rs 2,40,000	Variable cost per unit	: Re 1	Tax rate	: 50%	10% Debt capital	: Rs 6,00,000	7	L3	CO2				
Units sold	: 1,80,000																				
Unit sales price	: Rs 5																				
Fixed cost	: Rs 2,40,000																				
Variable cost per unit	: Re 1																				
Tax rate	: 50%																				
10% Debt capital	: Rs 6,00,000																				

	<p>c. A Company is considering an investment proposal to install new milling controls at a cost of Rs 50,000. The facility has a life expectancy of 5 years and no salvage value. The tax rate is 35%. Assume the firm uses straight line depreciation and the same is allowed for tax purposes. The estimated cash flows before depreciation and tax (CFBT) from the investment proposal are as follows :</p> <table border="1" data-bbox="432 405 1147 479"> <thead> <tr> <th>Year</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> </tr> </thead> <tbody> <tr> <td>CFBT (Rs)</td> <td>10,000</td> <td>10,692</td> <td>12,769</td> <td>13,462</td> <td>20,385</td> </tr> </tbody> </table> <p>Compute the following : i) Pay back period ii) Accounting Rate of Return iii) NPV at 10% discount rate.</p>	Year	1	2	3	4	5	CFBT (Rs)	10,000	10,692	12,769	13,462	20,385	10	L5	CO3
Year	1	2	3	4	5											
CFBT (Rs)	10,000	10,692	12,769	13,462	20,385											

Q.5	a. What is Financial Engineering?	3	L2	CO1
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	<p>b. A Company has 10% perpetual Debtor Irredeemable debt of Rs 1,00,000. The tax rate is 35%. Determine the cost of capital (before tax and after tax) assuming the debt is issued at i) par ii) 10% discount iii) 10% premium.</p>	7	L3	CO2
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	<p>c. From the following data, compute the duration of the operating cycle for each of the two years :</p> <table border="1" data-bbox="497 929 1078 1256"> <thead> <tr> <th>Particulars</th> <th>Year 1</th> <th>Year 2</th> </tr> </thead> <tbody> <tr> <td>Stock of Raw Materials</td> <td>20,000</td> <td>27,000</td> </tr> <tr> <td>WIP</td> <td>14,000</td> <td>18,000</td> </tr> <tr> <td>Finished goods</td> <td>21,000</td> <td>24,000</td> </tr> <tr> <td>Purchases</td> <td>96,000</td> <td>1,35,000</td> </tr> <tr> <td>Cost of goods sold</td> <td>1,40,000</td> <td>1,80,000</td> </tr> <tr> <td>Sales</td> <td>1,60,000</td> <td>2,00,000</td> </tr> <tr> <td>Debtors</td> <td>32,000</td> <td>50,000</td> </tr> <tr> <td>Creditors</td> <td>16,000</td> <td>18,000</td> </tr> </tbody> </table> <p>Assume 360 days per year for computational purposes.</p>	Particulars	Year 1	Year 2	Stock of Raw Materials	20,000	27,000	WIP	14,000	18,000	Finished goods	21,000	24,000	Purchases	96,000	1,35,000	Cost of goods sold	1,40,000	1,80,000	Sales	1,60,000	2,00,000	Debtors	32,000	50,000	Creditors	16,000	18,000	10	L4	CO4
Particulars	Year 1	Year 2																													
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Creditors	16,000	18,000																													

Q.6	a. What is IRR?	3	L2	CO1
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	b. Briefly explain the emerging role of Finance Manager.	7	L3	CO2
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	<p>c. A Company has on its books the following amounts and specific costs of each type of capital :</p> <table border="1" data-bbox="368 1570 1208 1785"> <thead> <tr> <th>Type of capital</th> <th>Book value</th> <th>Market value</th> <th>Specific cost (%)</th> </tr> </thead> <tbody> <tr> <td>Debt</td> <td>4,00,000</td> <td>3,90,000</td> <td>5</td> </tr> <tr> <td>Preference</td> <td>1,00,000</td> <td>1,10,000</td> <td>8</td> </tr> <tr> <td>Equity</td> <td>6,00,000</td> <td rowspan="2">12,00,000</td> <td>15</td> </tr> <tr> <td>Retained Earnings</td> <td>2,00,000</td> <td>13</td> </tr> <tr> <td></td> <td>13,00,000</td> <td>16,90,000</td> <td></td> </tr> </tbody> </table> <p>Determine the weighted average cost of capital using i) Book value weight ii) Market value weights. How are they different? Can you think of a situation where the weighted average cost of capital would be the same using either of the weights?</p>	Type of capital	Book value	Market value	Specific cost (%)	Debt	4,00,000	3,90,000	5	Preference	1,00,000	1,10,000	8	Equity	6,00,000	12,00,000	15	Retained Earnings	2,00,000	13		13,00,000	16,90,000		10	L4	CO4
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	13,00,000	16,90,000																									

Q.7	a.	What do you mean by Capital Budgeting?	3	L2	CO1
	b.	Explain the types of derivatives.	7	L3	CO2
	c.	India Ltd., is capitalized with Rs 10,00,000 divided into 1,00,000 equity shares of Rs 10 each. The management desires to raise another Rs 10,00,000 to finance a major expansion programmes. There are 4 possible financial plans. i) All equity shares ii) All debentures carrying 8% interest iii) Rs 5,00,000 in equity shares and Rs 5,00,000 in debentures carrying 10% interest. iv) Rs 5,00,000 in equity shares and Rs 5,00,000 in 10% preference shares. You are required to calculate EPS if the EBIT of Rs 4,80,000.	10	L4	CO4

Q.8	CASE STUDY – (Compulsory)		20	L4	CO4																
	<p>While preparing a project report on behalf of a client you have collected the following facts. Estimate the Net Working capital required for that project. Add 10% to your computed figure to allow contingencies :</p> <table border="1"> <thead> <tr> <th>Particulars</th> <th>Per Unit (Rs)</th> </tr> </thead> <tbody> <tr> <td><u>Estimated cost per unit of production :</u></td> <td></td> </tr> <tr> <td>Raw Materials</td> <td>80.00</td> </tr> <tr> <td>Direct Labour</td> <td>30.00</td> </tr> <tr> <td>Overheads (exclusive of Depreciation, Rs 10 per Unit)</td> <td>60.00</td> </tr> <tr> <td>Total cash cost</td> <td>170.00</td> </tr> <tr> <td>Profit</td> <td>30.00</td> </tr> <tr> <td>Selling price</td> <td>200.00</td> </tr> </tbody> </table> <p>Additional Information :</p> <ol style="list-style-type: none"> Level of activity, 1,04,000 units of production per annum. Raw materials in stocks, average 4 weeks. Work in progress (assume 50% completion stage in respect of conversion costs and 100% completion in respect to materials), average 2 weeks. Finished goods in stock, average 4 weeks. Credit allowed by suppliers 4 weeks. Credit allowed to debtors, average 8 weeks. Lag in payment of wages, average 1.5 weeks. Cash at Banks is expected to be Rs 25,000. <p>You may assume that production is carried on evenly through out the year (52 weeks) and wages and overheads accrue similarly. All sales are on credit basis only.</p>		Particulars	Per Unit (Rs)	<u>Estimated cost per unit of production :</u>		Raw Materials	80.00	Direct Labour	30.00	Overheads (exclusive of Depreciation, Rs 10 per Unit)	60.00	Total cash cost	170.00	Profit	30.00	Selling price	200.00			
Particulars	Per Unit (Rs)																				
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22MBA23

Second Semester MBA Degree Examination, June/July 2023 Research Methodology and IPR

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.*

			M	L	C
Q.1	a.	What is Sampling frame?	3	L2	CO4
	b.	Explain with example different Qualitative Techniques and Data Collection.	7	L3	CO2
	c.	List out and briefly explain contents of the Research report.	10	L3	CO3
Q.2	a.	What are Dichotomous questions?	3	L2	CO2
	b.	Briefly explain characteristics of Intellectual properties.	7	L3	CO5
	c.	What are the different types of observation methods that can be used by researchers in carrying out the research?	10	L3	CO4
Q.3	a.	What is Longitudinal Research?	3	L2	CO1
	b.	What are the different sources of Secondary Data?	7	L3	CO4
	c.	Substantiate different types of Informal Experimental designs.	10	L3	CO2
Q.4	a.	What is interpretation?	3	L2	CO3
	b.	What are the possible motives for doing research in business?	7	L3	CO1
	c.	Discuss the primary scales of measurement with example.	10	L3	CO2
Q.5	a.	What is Exploratory Research design?	3	L3	CO3
	b.	Distinguish between Census and Sampling.	7	L4	CO4
	c.	Explain different types of Intellectual Property Right.	10	L3	CO5
Q.6	a.	What is Integrated Circuit?	3	L2	CO5

	b.	Discuss basic principles of Experimental designs.	7	L3	CO2
	c.	Explain different sampling methods available for Researchers.	10	L3	CO4
Q.7	a.	What are Double – barreled questions?	3	L2	CO2
	b.	Explain the different types of Research report.	7	L3	CO3
	c.	What is Research? Briefly explain different steps involved in the Research process.	10	L3	CO1
Q.8	CASE STUDY : (Compulsory)				
	<p>Television has become an important medium of entertainment in Urban household in India. Many business enterprises have closely observed the popularity of television programmes and have realize that the impact of television is very considerable on the audience. Several enterprises have started advertising on television although the costs of such advertisements are very high.</p> <p>However, small and medium – sized firms are to go in for television advertisements because of excessive cost.</p> <p>ABC Company is interested to use television for advertising some of its products, in a particular some eaned foods based on soya beans. Although there is a general impression that television is an effective medium of advertisement, the directors of the ABC Company wish that their judgement be based on fact, not opinion. Hence they feel that there is a need for conducting a study to provide them with satisfactory answer to their problems. In particular, they are interested to measure the “effectiveness” of television advertising. For this purpose, they have consulted a professional research agency. This agency has told the directors that the best method for measuring the effectiveness of television advertising would be to conduct a “before and after” study. The directors discussed the nature and utility of such a study with the research agency and finally agreed that such a study should be undertaken.</p> <p>It decided to cover 10,000 house holds in metropolitan City. Finally to measure the effectiveness of advertising at different levels, a questionnaire was designed covering tests of brand awareness, familiarity , preference and actual behavior of responded.</p> <p>Questions :</p>				
	a.	Critically examine the proposed methodology.	7	L3	CO3
	b.	Do you think an alternative approach would be appropriate?	7	L3	CO3
	c.	Suggest sampling design for above proposed study.	6	L3	CO3

* * * * *

CBCS SCHEME

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22MBA24

Second Semester MBA Degree Examination, June/July 2023 Operations Research

Time: 3 hrs.

Max. Marks: 100

- Note:** 1. Answer any *FOUR* full questions from Q.No.1 to Q.No.7.
 2. Question No. 8 is compulsory.
 3. Calculators are allowed. Use of Z-table is permitted.
 4. M : Marks , L: Bloom's level , C: Course outcomes.

			M	L	C																																	
Q.1	a.	What is Operations Research?	3	L1	CO1																																	
	b.	A manufacturer produces two models M_1 and M_2 of a product. Each unit of model M_1 requires 4 hrs of grinding and 2 hrs of polishing. Each unit of model M_2 requires 2 hrs of grinding and 5 hrs of polishing. The manufacturer has 2 grinders each of which works for 40 hrs a week. There are 3 polishers each of which works for 60 hrs per week. Profit of model M_1 is Rs.300 per unit and profit of model M_2 is Rs.400 per unit. The manufacturer has to allocate his production capacity so as to maximize his profit. Formulate LPP.	7	L3	CO2																																	
	c.	A foreman wants to process four different jobs on 3 machines : a shaping machine, a drilling machine and tapping machine. The sequence of the operations being shaping-drilling-tapping. Decide the optimal sequence for the four jobs to minimize the time elapsed and find the total idle time. The processing time in minutes is as given in the table. <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="text-align: center;">Jobs</th> <th colspan="3" style="text-align: center;">Machines</th> </tr> <tr> <th style="text-align: center;">Shaping</th> <th style="text-align: center;">Drilling</th> <th style="text-align: center;">Tapping</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">13</td> <td style="text-align: center;">3</td> <td style="text-align: center;">18</td> </tr> <tr> <td style="text-align: center;">2</td> <td style="text-align: center;">18</td> <td style="text-align: center;">8</td> <td style="text-align: center;">4</td> </tr> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">8</td> <td style="text-align: center;">6</td> <td style="text-align: center;">13</td> </tr> <tr> <td style="text-align: center;">4</td> <td style="text-align: center;">23</td> <td style="text-align: center;">6</td> <td style="text-align: center;">8</td> </tr> </tbody> </table>	Jobs	Machines			Shaping	Drilling	Tapping	1	13	3	18	2	18	8	4	3	8	6	13	4	23	6	8	10	L2	CO3										
Jobs	Machines																																					
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2	18	8	4																																			
3	8	6	13																																			
4	23	6	8																																			
Q.2	a.	What are the applications of LPP in management?	3	L1	CO1																																	
	b.	Enumerate on the scope of operation research.	7	L2	CO1																																	
	c.	Solve the following transportation problem to maximize the profit by least cost method. <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="text-align: center;">Source</th> <th colspan="4" style="text-align: center;">Destination</th> <th rowspan="2" style="text-align: center;">Supply</th> </tr> <tr> <th style="text-align: center;">A</th> <th style="text-align: center;">B</th> <th style="text-align: center;">C</th> <th style="text-align: center;">D</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">15</td> <td style="text-align: center;">51</td> <td style="text-align: center;">42</td> <td style="text-align: center;">33</td> <td style="text-align: center;">23</td> </tr> <tr> <td style="text-align: center;">2</td> <td style="text-align: center;">80</td> <td style="text-align: center;">42</td> <td style="text-align: center;">26</td> <td style="text-align: center;">81</td> <td style="text-align: center;">44</td> </tr> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">90</td> <td style="text-align: center;">40</td> <td style="text-align: center;">66</td> <td style="text-align: center;">60</td> <td style="text-align: center;">33</td> </tr> <tr> <td style="text-align: center;">Demand</td> <td style="text-align: center;">23</td> <td style="text-align: center;">31</td> <td style="text-align: center;">16</td> <td style="text-align: center;">30</td> <td></td> </tr> </tbody> </table>	Source	Destination				Supply	A	B	C	D	1	15	51	42	33	23	2	80	42	26	81	44	3	90	40	66	60	33	Demand	23	31	16	30		10	L3
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Demand	23	31	16	30																																		
Q.3	a.	What is an Assignment problem?	3	L1	CO2																																	

	<p>b. For the following pay-off matrix of Company X, find the solution of the game by principle of dominance.</p> <p style="text-align: center;">Company Y</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td>P</td> <td>Q</td> <td>R</td> <td>S</td> </tr> <tr> <td>Company X</td> <td>A</td> <td>6</td> <td>-2</td> <td>4</td> <td>1</td> </tr> <tr> <td></td> <td>B</td> <td>6</td> <td>1</td> <td>12</td> <td>3</td> </tr> <tr> <td></td> <td>C</td> <td>-3</td> <td>-2</td> <td>-2</td> <td>6</td> </tr> <tr> <td></td> <td>D</td> <td>2</td> <td>-3</td> <td>7</td> <td>7</td> </tr> </table>		P	Q	R	S	Company X	A	6	-2	4	1		B	6	1	12	3		C	-3	-2	-2	6		D	2	-3	7	7	7	L2	CO3
	P	Q	R	S																													
Company X	A	6	-2	4	1																												
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	D	2	-3	7	7																												
	<p>c. Use graphical method to solve the following LPP :</p> <p>Min $z = 20x + 10y$</p> <p>Subject to constraints :</p> <p style="margin-left: 40px;">$x + 2y \leq 40$</p> <p style="margin-left: 40px;">$3x + y \geq 30$</p> <p style="margin-left: 40px;">$4x + 3y \geq 60$</p> <p style="margin-left: 40px;">where $x, y \geq 0$</p>	10	L3	CO2																													
Q.4	<p>a. What do you understand by “work-break down” structure?</p>	3	L1	CO4																													
	<p>b. Enumerate on the differences between PERT and CPM.</p>	7	L2	CO4																													
	<p>c. Solve the travelling salesman problem by using the data given :</p> <p>$C_{12} = 20, C_{13} = 4, C_{14} = 10, C_{23} = 5, C_{34} = 6, C_{25} = 10, C_{33} = 6, C_{45} = 20,$ where $C_{ij} = C_{ji}$ and there is no route between cities i and j if a value of C_{ij} is not known.</p>	10	L3	CO2																													
Q.5	<p>a. What is ‘Project control phase’ in project management?</p>	3	L1	CO4																													
	<p>b. Enumerate on the different criteria of decision making under uncertainty.</p>	7	L2	CO3																													
	<p>c. The precedence relation and other information are given in the table below,</p> <p>(i) Draw a network diagram to represent the project.</p> <p>(ii) Find the critical path.</p> <p>(iii) Find the total floats available on non-critical activities.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Sl. No.</th> <th>Activity</th> <th>Predecessor</th> <th>Duration (Days)</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>A</td> <td>-</td> <td>7</td> </tr> <tr> <td>2</td> <td>B</td> <td>-</td> <td>13</td> </tr> <tr> <td>3</td> <td>C</td> <td>A</td> <td>10</td> </tr> <tr> <td>4</td> <td>D</td> <td>A</td> <td>17</td> </tr> <tr> <td>5</td> <td>E</td> <td>B</td> <td>3</td> </tr> <tr> <td>6</td> <td>F</td> <td>D, E</td> <td>26</td> </tr> </tbody> </table>	Sl. No.	Activity	Predecessor	Duration (Days)	1	A	-	7	2	B	-	13	3	C	A	10	4	D	A	17	5	E	B	3	6	F	D, E	26	10	L4	CO4	
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4	D	A	17																														
5	E	B	3																														
6	F	D, E	26																														
Q.6	<p>a. Why is job sequencing important?</p>	3	L1	CO3																													
	<p>b. Briefly explain the steps involved in decision-making process.</p>	7	L2	CO3																													
	<p>c. Solve the following game graphically,</p> <p style="text-align: center;">Player B</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> </tr> <tr> <td>Player A</td> <td>1</td> <td>-5</td> <td>5</td> <td>0</td> <td>-1</td> <td>8</td> </tr> <tr> <td></td> <td>2</td> <td>8</td> <td>-4</td> <td>-1</td> <td>6</td> <td>-5</td> </tr> </table>		1	2	3	4	5	Player A	1	-5	5	0	-1	8		2	8	-4	-1	6	-5	10	L4	CO3									
	1	2	3	4	5																												
Player A	1	-5	5	0	-1	8																											
	2	8	-4	-1	6	-5																											

Q.7	<p>a. What is Degeneracy in transportation problem?</p>	3	L2	CO2																																																
	<p>b. Solve the assignment problem.</p> <table border="1" data-bbox="328 293 874 477"> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>A</td> <td>85.3</td> <td>90</td> <td>87.5</td> <td>82.4</td> <td>89.1</td> <td>91.3</td> </tr> <tr> <td>B</td> <td>78.9</td> <td>84.5</td> <td>99.4</td> <td>80.4</td> <td>89.3</td> <td>88.4</td> </tr> <tr> <td>C</td> <td>82.0</td> <td>31.3</td> <td>28.5</td> <td>66.5</td> <td>80.4</td> <td>109.7</td> </tr> <tr> <td>D</td> <td>84.3</td> <td>34.6</td> <td>86.2</td> <td>83.3</td> <td>85.0</td> <td>85.5</td> </tr> </table>		1	2	3	4	5	6	A	85.3	90	87.5	82.4	89.1	91.3	B	78.9	84.5	99.4	80.4	89.3	88.4	C	82.0	31.3	28.5	66.5	80.4	109.7	D	84.3	34.6	86.2	83.3	85.0	85.5	7	L3	CO3													
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	<p>c. The time estimates for various activities in a construction project are given below :</p> <table border="1" data-bbox="483 593 1094 1057"> <thead> <tr> <th colspan="4">Time estimates (months)</th> </tr> <tr> <th>Activity</th> <th>Optimistic time (t_e)</th> <th>Most likely time (t_m)</th> <th>Pessimistic time (t_p)</th> </tr> </thead> <tbody> <tr> <td>1 – 2</td> <td>10</td> <td>12</td> <td>16</td> </tr> <tr> <td>2 – 3</td> <td>2</td> <td>8</td> <td>36</td> </tr> <tr> <td>2 – 4</td> <td>1</td> <td>4</td> <td>5</td> </tr> <tr> <td>2 – 6</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>3 – 5</td> <td>8</td> <td>12</td> <td>20</td> </tr> <tr> <td>4 – 5</td> <td>15</td> <td>18</td> <td>30</td> </tr> <tr> <td>4 – 6</td> <td>3</td> <td>5</td> <td>8</td> </tr> <tr> <td>5 – 7</td> <td>2</td> <td>4</td> <td>8</td> </tr> <tr> <td>6 – 7</td> <td>6</td> <td>9</td> <td>12</td> </tr> <tr> <td>7 – 8</td> <td>4</td> <td>6</td> <td>14</td> </tr> </tbody> </table> <p>(i) Draw Network diagram. (ii) Calculate the expected time for each activity. (iii) Determine critical path. (iv) What is the probability that the project will be finished in 4 years? (v) What is the probability that the project will be finished in 55 months?</p>	Time estimates (months)				Activity	Optimistic time (t_e)	Most likely time (t_m)	Pessimistic time (t_p)	1 – 2	10	12	16	2 – 3	2	8	36	2 – 4	1	4	5	2 – 6	2	3	4	3 – 5	8	12	20	4 – 5	15	18	30	4 – 6	3	5	8	5 – 7	2	4	8	6 – 7	6	9	12	7 – 8	4	6	14	10	L4	CO4
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Q.8	<p>Case Study:</p> <p>Given below is a table taken from the solution process of transportation problem.</p> <table border="1" data-bbox="475 1384 1249 1632"> <thead> <tr> <th colspan="2"></th> <th colspan="4">Warehouse</th> <th></th> </tr> <tr> <th colspan="2"></th> <th>W₁</th> <th>W₂</th> <th>W₃</th> <th>W₄</th> <th>Capacity</th> </tr> </thead> <tbody> <tr> <th rowspan="4">Factories</th> <th>To From</th> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>F₁</td> <td>10</td> <td>8</td> <td>7</td> <td>12</td> <td>5000</td> </tr> <tr> <td>F₂</td> <td>12</td> <td>13</td> <td>6</td> <td>10</td> <td>6000</td> </tr> <tr> <td>F₃</td> <td>8</td> <td>10</td> <td>12</td> <td>14</td> <td>9000</td> </tr> <tr> <td colspan="2">Demand</td> <td>7000</td> <td>5500</td> <td>4500</td> <td>3000</td> <td>20,000</td> </tr> </tbody> </table> <p>Answer the following questions :</p> <p>(i) Solve the transportation problem by VAM and check the optimality by MODI method. (ii) Is this solution optimal? If not, find the optimal solution? (iii) Does the problem have alternate optimal solution? If yes, give another optimal solution.</p>			Warehouse							W ₁	W ₂	W ₃	W ₄	Capacity	Factories	To From						F ₁	10	8	7	12	5000	F ₂	12	13	6	10	6000	F ₃	8	10	12	14	9000	Demand		7000	5500	4500	3000	20,000	10 7 3	L4	CO2		
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CBCS SCHEME

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22MBA25

Second Semester MBA Degree Examination, June/July 2023 Strategic Management

Time: 3 hrs.

Max. Marks: 100

- Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.*

			M	L	C
Q.1	a.	What is Strategic Management?	3	L1	CO1
	b.	Distinguish between Strategy and Tactics. Explain your answer with suitable examples.	7	L2	CO1
	c.	Critically examine the Uniqueness of Porter's 5 force model in a business strategy. Explain your answer with an appropriate example form Industry.	10	L4	CO2
Q.2	a.	What do you understand by "Blue Ocean Strategy"?	3	L1	CO1
	b.	Differentiate between a strategic vision and strategic mission statements. Also give an example each of strategic vision and mission statements.	7	L2	CO1
	c.	Discuss with an appropriate diagram the significance of the 5 stages of Strategic Management Process in an Organisation.	10	L4	CO1
Q.3	a.	What do you understand by the term "Strategic Statement"?	3	L1	CO1
	b.	Explain the significance of "Value Chain Analysis" for any Business Organization.	7	L2	CO2
	c.	"Identifying critical external factors that may affect an organisation is a very significance process". Justify the given statement by analyzing how "PESTLE Framework" helps an organization to achieve its objectives.	10	L4	CO1
Q.4	a.	What do you mean by Organisation Re – Structuring?	3	L1	CO2
	b.	Explain with suitable examples, the significance of "Diversification strategies for an organization".	7	L4	CO3
	c.	"A strategy that recreates business processes to eliminate inefficiency and enhance organizational performance is more important than ever, even today". In this context, discuss the relevance of Business Process Re-engineering with a suitable example.	10	L4	CO3
Q.5	a.	What is Contingency Planning?	3	L2	CO4

	b.	Write a note on Integration strategies. Explain with examples the different types of integration strategies.	7	L4	CO3
	c.	“Business Performance Management Framework” is necessary to ensure that an organizations strategic goals are met”. Justify the given statement by critically examining the importance of “Balanced Scorecard Approach” to an organisation.	10	L4	CO4
Q.6	a.	What do you understand by the term “Benchmarking”?	3	L2	CO4
	b.	Write a note on “SWOT Analysis”, by clearly explaining the aim of SWOT analysis and its components, with suitable examples.	7	L4	CO4
	c.	“Competitiveness is a major driver in any organisations strategic decision making”. Comment on the statement by discussing “Porter’s Generic Strategies” with suitable examples.	10	L4	CO4
Q.7	a.	What do you mean by “Strategy Implementation”?	3	L2	CO4
	b.	Explain why Resource Allocation is Vital part of strategy.	7	L4	CO4
	c.	“Organisations should exploit the enormous potential of Information Technology and its applications to ensure they desire sustainable competitive advantage. Comment on the statement by discussing the 21 st Century challenges for Business.	10	L4	CO4
Q.8	a.	<p>CASE STUDY :</p> <p>The Salt – to – software conglomerate, Tata group’s acquisition of the online grocery platform ‘Big Basket’, indicating its bid to expand in the fast growing e commerce space in India. Tata’s 68% stake in Big Basket for Rs 9500 cr, has put the enterprise value of Big Basket at over Rs 13,500 crore. Big Basket operates in over 55 Indian Cities and competes with Grofers, Flipcart , Amazon India and Reliance Retail. This deal would also lead to both Tata Group and Big Basket cross selling their products on each other’s platforms, further penetrate into existing markets, scale up its supply chain and develop new reseller channels.</p> <p>Tata – Big Basket deal has been one of a kind which has provided an exit route for a host of investors of Big Basket including “Jack Ma’ controlled ‘Alibaba’. Big Basket is all set to increase the number of dark stores supplying BB. Now its quick commerce format, directly competing with “Zepto”. Its “Fresho”, the Brick and Mortar format of Big Basket is also on an expansion spree. With over 20,000 products from more than 1000 household brands, it centers at almost 10 million customers. With innovation in the digital space happening at a rapid pace, adoption of Artificial Intelligence (AI) in the logistics space to understand demand distribution and routing has made Big Basket optimize its routes and achieve consistency and efficiency with its deliveries. This has further streamlined the process, reduced costs enabled on time deliveries, helped in scaling the business and increased customer experience.</p>			

Questions :

	a.	Identify the challenges faced by Big Basket in the highly competitive Indian Grocery Market.	5	L1	CO4
	b.	Discuss the dynamics of Indian Online Grocery Market.	5	L4	CO2
	c.	Explain why fierce competition in a market is good for customers.	5	L4	CO3
	d.	Explain the future strategies that 'Big Basket' can adopt to sustain its market position in the Indian Online Grocery Market.	5	L4	CO3

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CBCS SCHEME

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22MBA26

Second Semester MBA Degree Examination, June/July 2023 Managerial Economics

Time: 3 hrs.

Max. Marks: 100

- Note:** 1. Answer any *FOUR* full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.

			M	L	C
Q.1	a.	Define Managerial Economics.	3	L3	CO1
	b.	Explain the nature and scope, highlighting key characteristics of managerial economics.	7	L1	CO1
	c.	Enumerate and elaborate on primary uses of Managerial Economics in business decision making. How does it aid managers in optimizing resources and achieving organizational goals?	10	L3	CO1
Q.2	a.	Define the concept of a firm and an industry.	3	L2	CO1
	b.	Explain Marris's model of growth maximization with a suitable example.	7	L3	CO1
	c.	Identify and explain three exceptions to the law of demand. Provide examples to illustrate each exception.	10	L2	CO2
Q.3	a.	Define price elasticity of demand.	3	L1	CO2
	b.	Explain the concept of income elasticity of demand. If the income elasticity of a luxury good is 1.8, what does this reveal about the nature of the good?	7	L4	CO2
	c.	Outline three methods of demand forecasting and briefly explain how each method works.	10	L3	CO2
Q.4	a.	Define production in the context of economics.	3	L5	CO4
	b.	Define total cost, average cost and marginal costs. How do these costs relate to each other and to the production process?	7	L3	CO4
	c.	A small firm incurs fixed expenses amounting to Rs.12,000. Its variable cost of product X is Rs.5 per unit. Its selling price is Rs.8. Determine its Break Even Quantity (BEQ) and safety margin for the sales of 5000 units.	10	L6	CO4
Q.5	a.	Define the Long-Run Average Cost (LAC) curve.	3	L6	CO4
	b.	Describe peak load pricing and provide an example of a business that uses this strategy.	7	L6	CO4
	c.	Define oligopoly and list its features. How does the kinked demand curve model? Explain price rigidity in an oligopolistic market.	10	L6	CO4

Q.6	a.	Define Indian Business Environment.	3	L3	CO5
	b.	Identify and explain some of the challenges and problems faced by private sector in India. How might these challenges be addressed?	7	L3	CO5
	c.	Define monetary policy and discuss its objectives. How does these monetary policy objectives impact the economy?	10	L4	CO6
Q.7	a.	What is Production Linked Incentive (PLI)?	3	L5	CO6
	b.	Outline the new economic initiatives proposed by the Indian Government to stimulate economic growth.	7	L5	CO6
	c.	Discuss the key elements and strategies of the Atma Nirbhar Bharat Abhiyan that support various sectors, including manufacturing, infrastructure and technology.	10	L4	CO6
Q.8	a.	Define fiscal policy and explain its significance in macroeconomic management. Describe the three main types of Fiscal policy: neutral, expansionary and contractionary with example.	10	L5	CO5
	b.	Describe the socio-cultural environment and its influence on business operations. How might cultural values and societal norms affect marketing strategies?	10	L6	CO6
