

Total No. of Questions - 10]
(1114)

[Total Pages : 3

3316

MBA Examination

**MANAGEMENT PROCESS AND ORGANIZATIONAL
BEHAVIOUR**

Paper : 101

Time : Three Hours] [Max. Marks : { Regular : 60
Pvt./ICDEOL : 100

The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note : Attempt *five* questions, selecting *one* question from each unit. All questions carry equal marks.

UNIT-I

1. 'The functions of managers provide a useful framework for organizing management knowledge.' In the light of this statement, discuss the functions of managers.
2. Compare and contrast Japanese and Indian management.

3316/700/777/716

[P.T.O.]

UNIT-II

3. What are the different steps involved in any Thorough planning? How can the planning be made more effective?
4. Explain modern techniques of decision-making under the normal conditions of uncertainty.

UNIT-III

5. Discuss major disciplines contributing to the knowledge of Organizational Behaviour.
6. What are the emerging challenges for Organizational Behaviour ?

UNIT-IV

7. The personality is now generally considered to be made up of both hereditary and environmental factors, moderated by situational conditions. Discuss the factors contributing to shaping of the personality.
8. What are the barriers to effective communication? Explain the factors related to the effectiveness of employee communication.

3316700777716

2

UNIT-V

9. Explain the most common forms of Group decision-making.
10. Discuss Hersey and Blanchard's Situational theory of Leadership.

3316700777716

3

Total No. of Questions - 10]
(1114)

[Total Pages : 4

3317-A

M.B.A. Examination
MANAGEMENT SCIENCE-(i)
Paper – 102
(New Syllabus)

Time : Three Hours]

[Max. Marks : { Regular : 60
ICDEOL : 100

The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note : Attempt *five* questions in all, Select *one* question from each unit. All questions carry equal marks.

SECTION-I

1. Explain the meaning, characteristics and limitations of statistics.
2. The following table shows the distribution of wages among workers of two factories.

3317-A/200/777/930

[P.T.O.]

Weekly wages (Rs.)	Factory A	Factory B
500-700	18	15
700-900	20	20
900-1100	30	35
1100-1300	25	30
1300-1500	20	18
1500-1700	15	17

Which factory has (i) higher average wages and (ii) greater variability in wages ?

SECTION-II

3. From the following data, obtain the two regression equation :

X : 23 27 28 28 29 30 31 33 35 36

Y : 18 20 22 27 21 29 27 29 28 29

Also find the value of Karl Pearson's co-efficient of correlation.

4. (a) Using examples, explain the classical approach to probability. What are its merits and limitations.
 (b) State and prove addition theorem.
 (c) Explain the properties of Binomial distribution.

SECTION-III

5. (a) Average and standard deviations of monthly balances of 64 accounts, taken randomly from a bank, were found to be Rs. 8,500 and 2000 respectively. Find 90% and 99% confidence intervals for the population mean.
- (b) A random sample of 100 students from current year batch gives the mean CGPA at 3.55 and variance 0.04. Can we say that this is same as the mean CGPA, 3.50, of the last year batch ?
6. Number of subscribers (in lakhs) added by four telecom players, from August to November, 2005 are as given below :

Month	Company			
	Bharti	BSNL	Tata Indicom	Reliance
August	6	6	2	5
September	7	6	2	3
October	7	6	6	4
November	7	8	7	4

Test, at 5% level of significance, if there is significant difference in subscribers addition (i) among the companies and (ii) among the months.

SECTION-IV

7. Explain the meaning, significance, advantages and limitations of non-parametric tests.

8. Sales (in lakh rupees) of three stores in a city, for a six day period, are as given below:

Stores	Days					
	1	2	3	4	5	6
A	16	17	21	18	19	29
B	20	20	21	22	25	28
C	23	24	26	27	29	30

Use the Kruskal-Kallis test to find if all three stores have equal sales.

SECTION-V

9. Explain the meaning of time-series and advantages and limitations of time-series analysis. How can time-series help in forecasting ? Illustrate.
10. Find the seasonal indices, by using method of simple averages, for the following time-series showing monthly consumption of wheat (in quintals) in a town :

Year	Month											
	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec
1971	44	45	39	42	41	40	48	49	42	45	41	50
1972	47	48	43	44	45	46	53	44	45	48	44	55
1973	48	44	43	47	48	47	55	56	47	51	48	57
1974	50	58	45	52	51	52	57	55	49	52	52	63
1975	51	50	50	60	55	55	62	51	57	64	60	70

Total No. of Questions - 10]
(1114)

[Total Pages : 2

3318-A

M.B.A. Examination

MANAGERIAL ECONOMICS

Paper – 103

Time : Three Hours] [Maximum Marks : { Regular : 60
ICDEOL : 100

The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note : Attempt *five* questions in all, selecting at least *one* question from each unit.

UNIT-I

1. Explain different types of the economic problems. How can they be solved ?
2. Explain sales maximisation and growth maximisation objectives of a firm.

UNIT-II

3. Describe the nature and scope of Managerial Economics. How is Managerial Economics helpful in taking business decisions.

3318-A/200/777/931

[P.T.O.

4. Explain the Equi-Marginal principle. Describe the significance of this principle.

UNIT-III

5. What is meant by Price elasticity of demand ? What are its various types ? Describe various methods of measurement of price elasticity of demand.
6. What is the need for Demand Forecasting ? Explain different methods of forecasting.

UNIT-IV

7. Define the concepts of fixed cost, variable cost, average cost and marginal cost. Describe their relationship with each other and their significance in managerial decisions.
8. Explain the Law of variable proportions. Describe its limitations and significance.

UNIT-V

9. Write short notes on the following :
 - (a) Limit Pricing.
 - (b) Peak Load Pricing.
10. How is price and output determined under Monopoly in the short and long run.

Total No. of Questions - 10]
(1114)

[Total Pages : 2

3318

M.B.A. Examination

MANAGERIAL ECONOMICS

Paper : 103

Time : Three Hours]

[Max. Marks : { Regular : 60
ICDEOL : 100

The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note : Attempt *five* questions in all, selecting *one* question from each unit. All questions carry equal marks.

UNIT-I

1. Write short notes on
 - (a) Economics as discipline.
 - (b) Role of Price Mechanism.
2. Explain in brief the main objectives of a business firm.

3318/700/777/718

[P.T.O.

UNIT-II

3. Explain the nature and scope of Managerial Economics in the context of business decision.
4. Explain the incremental concept with suitable illustration.

UNIT-III

5. What is Elasticity of Demand ? Explain the managerial uses of Elasticity of demand.
6. What are the determinants of Demand forecasting ? Explain the statistical methods of Demand forecasting.

UNIT-IV

7. Differentiate between the following :
 - (a) Fixed cost and Variable cost.
 - (b) Accounting cost and Economic cost.
8. Explain the use of Break-even analysis for managerial decision-making.

UNIT-V

9. What is Cost-plus pricing ? As a pricing method what are its limitations and uses ?
10. Define Oligopoly. How is price and output determined in oligopoly ?

Total No. of Questions - 10]
(1114)

[Total Pages : 2

3319

M.B.A. Examination
BUSINESS ENVIRONMENT

Paper : 104

Time : Three Hours]

[Max. Marks : { Regular : 60
ICDEOL : 100

The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/ continuation sheet will be issued.

Note : Attempt *one* question from each unit, *five* in all.

UNIT-I

1. Discuss the various macro environmental factors, which can have impact on business.
2. Indian Business Environment has changed much since Medieval and Modern Era. Discuss the business environmental changes that have taken place in India.

UNIT-II

3. Define the term 'Globalisation'. Discuss the pros and cons of globalisation.

3319/700/777/719

[P.T.O.

4. State the main provisions of Company Law. Also describe the recent changes that have taken place in it.

UNIT-III

5. Briefly describe the impact of the New Industrial Policy on the business and industry after years of its implementation.
6. Elaborate on the concept of Westernization and Sanskritisation.

UNIT-IV

7. Discuss the present status of technology in India and its impact on Indian business organisation.
8. Explain in brief how the government can influence business by investing in infrastructure.

UNIT-V

9. What is 'World Trade Organisation' ? Describe the role of WTO.
10. 'Sustainable development should be the prime concern of every organisation.' Explain.

Total No. of Questions - 10]
(1114)

[Total Pages : 3

3320

M.B.A. Examination

INDIAN ETHOS AND VALUES

Paper : 105

Time : Three Hours]

[Max. Marks : { Regular : 60
ICDEOL : 100

The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note : Attempt *five* questions in all, selecting *one* question from each unit. All questions carry equal marks.

UNIT-I

1. What is the relevance of Human values in context of business ? Discuss in detail.
2. Which types of values an individual should possess so as to become an effective manager ?

3320/700/777/720

[P.T.O.

UNIT-II

3. "Behaviour based on Human values has a positive influence on inter-personal relationships." Express your views on the importance of values in organisation in the light of given statement.
4. "Good personal values are fundamental to successful team-building." Do you agree with the statement ? Describe in detail.

UNIT-III

5. Define Ethics. How can Ethics support a workplace environment ?
6. What is Spirituality ? How can spiritual values impact organisation culture ?

UNIT-IV

7. What do you understand by Inner capacity of an individual ? Suggest some techniques for improving Inner capacity.
8. Spirituality at workplace can induce not only the material growth but a comprehensive upliftment of people also." Express your views on the given statement.

3320/700/777/720

2

UNIT-V

9. How can Indian Ethos enrich organisations and enhance their effectiveness?
10. Do you think that business can survive in longer run without ethics ? Describe your views in detail.

3320/700/777/720

3

Total No. of Questions - 10]
(1114)

[Total Pages : 7

3321

M.B.A. Examination

ACCOUNTING FOR MANAGERS

Paper : 106

Time : Three Hours]

[Max. Marks : { Regular : 60
ICDEOL : 100

The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note : Attempt *five* questions in all, selecting *one* question from each unit. All questions carry equal marks.

UNIT-I

1. (a) Distinguish between Accrual basis of Accounting and Cash basis of Accounting.
(b) Explain Accounting Equations.

OR

2. Prepare a Three column Cash book for the month of March 1998 from the following information :

3321/700/777/721

[P.T.O.]

March 2013

- 1 Cash-in-hand Rs. 55,000 and Cash at Bank Rs. 55,000.
- 3 Bought goods by cheque Rs. 20,000.
- 5 Paid trade expenses Rs. 2,000.
- 7 Received a cheque from Naresh for Rs. 40,000 and deposited into bank on the same day.
- 10 Paid Rs. 2,000 to Satinder by cheque in full and final settlement of Rs. 2,100.
- 12 Sold goods to Trikha for Rs. 7,000.
- 14 Naresh's cheque dishonoured and bank charged Rs. 10 for this.
- 18 Bank interest allowed Rs. 8,000.
- 20 Received a cheque for Rs. 7,000 from Trikha.
- 22 Withdrew from Bank for personal use Rs. 10,000.
- 23 Withdrew from bank Rs. 10,000.
- 24 Cash sales Rs. 20,000.
Paid into bank Rs. 26,000.
- 25 Paid by cheque a bill payable Rs. 2,000.
- 27 Received goods by V.P.P. and paid Rs. 12,000.
- 28 Trikha's cheque endorsed in favour of Ram.

UNIT-II

3. How are assets and liability items arranged in the Balance-sheet?

3321700/777721

2

OR

4. From the following figures extracted from the books of Mohan, you are required to prepare a Trading Account and Profit and Loss Account for the year ended 31st March, 2013 and a Balance-sheet as on that date after making the necessary adjustments.

	Amount (Rs. '000)
Mohan's Capital	22,880
Mohan's Drawings	1,320
Plant and Machinery	9,900
Freehold Property	6,600
Purchases	11,000
Returns Outwards	110
Salaries	1,320
Office Expenses	715
Office Furniture	550
Discount (Dr.)	132
Sundry Debtors	2,926
Loan to Krishna @ 10% per annum, Balance on 1st April, 2012	4,400
Cash at bank	2,926
Bills Payable	550
Stock on 1st April, 2012	3,850
Wages	3,520
Sundry Creditors	4,400
Gas and Fuel	297
Bad Debts	66
Freight	990

3321700/777721

3

[P.T.O.]

Loose Tools on	
1st April, 2012	220
Factory Lighting	286
Provision for Doubtful Debts	88
Interest on loan to Krishan	110
Cash-in-Hand	264
Sales	23,144

Adjustments :

- Stock on 31st March, 2013 was valued at Rs. 7,260 thousand.
- Depreciate Plant & Machinery by 33 $\frac{1}{3}$ %, Furniture by 10% and Freehold property by 5%.
- Loose Tools were valued at Rs. 176 thousand on 31st March, 2013.
- Of Sundry debtors Rs. 6 thousand are bad and should be written off. Maintain a provision of 5% on Sundry debtors for doubtful debts.

UNIT-III

- P. Ltd., which depreciates its machinery @ 10% of p.a. written down value desires to change the basis to Straight line method, the rate remaining the same.

The decision is taken on 31st December, 2012 to be effective from 1st January, 2010.

On 1st January, 2012 the balance in the Machinery account is Rs. 29,16,000.

3321700777721

4

On 1st July, 2012 a part of machinery purchased on 1st January, 2010 for Rs. 2,40,000 was sold for Rs. 1,35,000. On the same date a new machine is purchased for Rs. 4,50,000 and installed at cost of Rs. 24,000. Show the Machinery account for 2012.

OR

- What kind of a depreciation expense pattern is provided under the Straight line method ? When would its use be appropriate ?

UNIT-IV

- Explain the ratios to judge the long term solvency of an organisation.

OR

- Prepare Trading Account and Balance-sheet from the following particulars :

Stock velocity	6
Gross Profit Margin	20%
Capital Turnover Ratio	4
Debt collection period	3 months
Creditors payment period	2 months
Gross Profit	Rs. 60,00,000
Excess of Closing stock over Opening stock	Rs. 5,00,000

3321700777721

5

[P.T.O.]

UNIT-V

9. From the following Balance-sheets and other information of Abhipra Ltd. for the years 2011 and 2012, prepare Funds Flow Statement and Statement of Changes in Working capital :

Liabilities	2011	2012	Assets	2011	2012
	Rs.	Rs.		Rs.	Rs.
Share Capital	2,00,000	2,50,000	Goodwill	7,500	5,000
General Reserve	10,000	25,000	Buildings	1,42,500	1,57,500
Profit & Loss A/c	15,000	50,000	Plant and Machinery	93,000	75,000
12% Debentures	2,00,000	2,35,000	Investments (long-term)	75,000	75,000
Sundry Creditors	1,25,000	60,000	Stock	2,00,000	1,80,000
Bills Payable	75,000	40,000	Sundry Debtors	1,50,000	1,65,000
Proposed Dividends	40,000	40,000	Cash in Hand	6,250	12,500
Provision for Tax	60,000	50,000	Cash at Bank	50,750	80,000
	7,25,000	7,50,000		7,25,000	7,50,000

Additional Information :

- (i) During the year investments costing Rs. 20,000 were sold at a profit of Rs. 10,000.
- (ii) An interim dividend of Rs. 25,000 was paid during the year.
- (iii) Taxes paid during the year Rs. 60,000.

- (iv) Rs. 15,000 was charged as depreciation on buildings.
- (v) Depreciation charged on plant and machinery Rs. 9,300. Show the workings clearly.

OR

10. Explain the term Funds flow. How Funds flow statement is prepared ?

Total No. of Questions - 10]
(1114)

[Total Pages : 5

3321-A

M.B.A. Examination

ACCOUNTING FOR MANAGERS

Paper-106

(New Syllabus)

Time : Three Hours]

[Max. Marks : { Regular : 60
ICDEOL : 100

The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note : Attempt *five* questions in all, selecting at least *one* question from each unit. All questions carry equal marks.

UNIT-I

1. (i) Explain the Accounting Concepts.
- (ii) What is Accounting Cycle ? Explain Accounting Equations.

3321-A/200/777/945

[P.T.O.

OR

2. Prepare Cash Book with bank column with twenty different imaginary transactions.

UNIT-II

3. How manufacturing account is prepared. Explain with the help of an example.

OR

4. From the undermentioned trial balance of Gupta, prepare the final accounts for the year ended 31st March, 2014 and Balance Sheet as on date :

	Dr. Rs.	Cr. Rs.
Land and Buildings	50,000	—
Purchases (Adjusted)	2,10,000	—
Stock on March 31st, 2014	45,000	—
Returns	1,500	2,500
Wages	45,300	—
Salaries	39,000	—
Office Expenses	15,400	—
Carrige Inwards	1,200	—
Carrige Outwards	2,000	—
Discount	750	1,200
Bad debts	1,200	—
Sales	—	3,85,000
Capital	—	1,15,000

3321-A/200/777/945

2

Loss taken on 01.10.2013 @ 18% p.a.	—	25,000
Insurance	1,500	—
Commission	—	1,500
Plant and Machinery	50,000	—
Furniture and Fixtures	20,000	—
Bills Receivable	20,000	—
Debits and Creditors	40,000	25,000
Cash-at-Bank	16,000	—
Office Equipment	12,000	—
Bills Payable	—	12,350
Expenses Payable	—	3,300
	5,70,850	5,70,850

The following adjustments be taken care of :

- Depreciate Land and Buildings @ 6% Plant and Machinery @ 10%; Office Equipment @ 20% and Furniture and Fixtures @ 15%.
- Create provision for bad and doubtful debt @ 2% on debtors.
- Insurance Premium includes Rs. 250 paid in advance.
- Provide Interest on capital @ 10% p.a. and salary to Gupta Rs. 15,000 p.a.
- 10% of the final profit is to be kept in general Reserve.

UNIT-III

5. Explain Sinking Fund Method of Charging Depreciation with the help of an example.

3321-A/200/777/945

3

[P.T.O.]

OR

6. From the following details, prepare the Balance Sheet of the firm concerned :
- | | |
|-----------------------------|----------|
| Stock velocity | 6 |
| Capital turnover ratio | 2 |
| Fixed assets turnover ratio | 4 |
| Gross profit ratio | 20% |
| Debt collection period | 2 months |
| Creditors payment period | 73 days |
- The gross profit was Rs. 60,000. Closing stock was Rs. 5,000 in excess of the opening stock.

UNIT-IV

7. How change for working capital schedule is prepared ? Explain with the help of an example.

OR

8. The following are the summarised Balance Sheets of Masinagudi Industries Ltd., as on 31st December, 2013 and 2014 :

	2013 Rs.	2014 Rs.	2013 Rs.	2014 Rs.
Capital :				
7% Redeemable Preference shares	—	10,000		
Equity	40,000	40,000		
General reserve	2,000	2,000		
Profit & Loss A/c	1,000	1,200		
Debitures	6,000	7,000		
			Fixed Assets :	
			Less :	
			Depreciation	15,000
			Current Assets :	
			Debtors	24,000
			Stock	35,000

3321-A/200/777/945

4

Current Liabilities :	12,000	11,000	Prepaid expenses	300	500
Creditors	3,000	4,200	Cash	1,200	3,500
Provision for tax	5,000	5,800			
Proposed dividend	12,500	6,800			
Bank overdraft	81,500	88,000			
				81,500	88,000

Prepare :

- (i) Statement showing changes in the working capital.
(ii) A statement of sources and applications of funds.

UNIT-V

9. In a factory producing two different kinds of articles, the limiting factor is the availability of labour. From the following information from the factory for 2014, show which product is more profitable.

	Product A Cost per unit Rs.	Product B Cost per unit Rs.
Materials	5.00	5.00
Labour : 6 hours @ Rs. 0.50	3.00	
3 hours @ Re. 0.50		1.50
Overheads :		
Fixed, 50% of labour	1.50	0.75
Variable	1.50	1.50
Total cost	11.00	8.75
Selling price	14.00	11.00
Profit	3.00	2.25
Total production for the month	500	600

3321-A/200/777/945

5

[P.T.O.]

Maximum capacity per month 4,800 hours. Also give proof in support of your answer.

OR

10. Explain the concept of marginal Costing and explain the uses of the technique.
-