

**OPEN BOOK FIRST SEMESTER M.B.A. EXAMINATIONS,
JAN/FEB – 2021**

(NEW SCHEME)

COURSE -01: MANAGEMENT PROCESS

Max.Marks : 80

SECTION -A

1. Answer any five sub-question. Each sub question carries three marks (5X3=15)

- a) Define Management.
- b) What is Planning?
- c) State the objectives of MBO.
- d) Distinguish between Centralization and Decentralization.
- e) What is upward communication?
- f) What is delegation?
- g) What are different types of organization?

SECTION -B

Answer any four question. Each question carries five marks (4X5=20)

2. Is management an Art or Science? Discuss.
3. Explain the need for delegation of authority.
4. Highlights the significance of motivation.
5. Why plans fail? Give reasons.
6. Briefly explain the principles of directing.
7. What are the barriers of communication?

SECTION -C

Answer any three question. Each question carries ten marks (3X10=30)

8. Explain the 14 principles of Henry Fayol's.
9. Discuss the steps involved in planning process.

10. Explain the social responsibility of business towards different stake holders.
11. Elaborate the various styles of leadership.
12. Critically evaluate the recent trends in management.

SECTION -D

13. Case (Compulsory)

(1x15=15)

Mr. Banerjee is the Chief Executive of a medium sized pharmaceutical firm in Calcutta. He holds a Ph.D in Pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company. Mr. Banerjee and his senior colleagues noticed that the workers on hourly basis are not working up to their full potential. It is well – known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organizing began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt rectificational measures. Mr Banerjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans.

One fine morning, Mr. Banerjee contacted the Personnel Manager and enquired: “What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are not motivated. What do they require really?” The personnel Manager gave the following reply: “I have already informed you a number of times, that money, working conditions and benefits are not enough? Other things are equally important. One of the workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of non-performers’. He felt bad that hard work and efficiency go unnoticed and unrewarded in our organization. Our promotions and benefits plans are tied to length of service. Even the lazy workers, accordingly to the worker, should go to only those who work hard”. Mr. Banerjee then wanted the personnel Manager to look the problem more closely and find out a solution to the problems of workers on hourly basis.

Questions :

1. What is the key problem in the case? What probably may be the “other things” which the personnel Manager is pointing out to Mr. Banerjee?
2. Discuss the problem of motivation in this case, relating to Herzberg’s theory.
3. What would be your recommendations as personnel Manager to tackle the problem in the organization?

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COURSE -02 : MANAGERIAL ECONOMICS

Max.Marks : 80

SECTION -A

**1. Answer any five sub-question. Each sub question carries three marks
(5X3=15)**

- a) What is micro-economics?
- b) Define the term elasticity.
- c) What are substitutes? Give example.
- d) Write a note on GDP.
- e) What is economics of Scale?
- f) State the law of demand.
- g) What are the objectives of pricing policy?

SECTION -B

Answer any four question. Each question carries five marks (4X5=20)

- 2. Explain the equilibrium of a firm with suitable diagram.
- 3. Describe the characteristic features of monopolistic competition.
- 4. Explain Break even analysis with suitable diagram.
- 5. Explain the diseconomies of scale.
- 6. Discuss and illustrate with diagram the equilibrium of the firm and industry under monopolistic competition.
- 7. What is a business cycle? Explain its phases and effects on business.

SECTION -C

Answer any three question. Each question carries ten marks

(3X10=30)

8. Define price elasticity of demand and distinguish its various types.
9. How do demand forecasting methods for new products vary from those for established products?
10. Discuss the various economies of scale. How do they influence the size of the firm?
11. Discuss the main features of monopolistic market situation.
12. Explain the pricing policies at various stages of product life-cycle.

SECTION -D

13. Case (Compulsory)

(1x15=15)

The new productivity strategies require that managers loosen control over employees (holding them accountable only for outcomes), that they support rather than dominate employee efforts, and that they proactively provide feedback, which may upset people. Productivity improvement also requires increased measurement and communication of results. Managers may be optical that productivity improvement will help them rather than hurt them. To the extent that managers use control-dominate-conflict avoidance to promote their careers, it is unreasonable to expect them to readily abandon these norms and related behaviours.

Mindlessness is a basic and frequent cause of resistance to productivity improvement. When managers and employee are not fully aware of the conditions that are necessary for success, productivity improvement often flounders. For example, managers ask their employees to conduct a survey of program clients but fails to provide adequate time, resources, and training for the survey to be conducted properly. The lack of appropriate conditions gives rise to dissatisfaction and resistance. Obstacles occur that are not overcome. Mindlessness also causes complaints about insensitivity and authoritarian conduct. For example, managers often profess commitment to participatory decision-making processes, but they are mindless when they fail to consider that subsequent autocratic decision making will generate resistance.

Mindlessness is often caused by competing priorities, inexperience and laziness.

Questions :

1. Do you subscribe to the above-stated view?
2. Does one often encounters such situations in organizations dictated by profit or non-profit objectives?
3. Is the above logic compatible with of firm?

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COURSE -03 : ACCOUNTING FOR MANAGERS

Max.Marks : 80

SECTION -A

**1. Answer any five sub-question. Each sub question carries three marks
(5X3=15)**

- a) Define Accounting Cycle.
- b) State the difference between journal and ledger.
- c) What is financial statement.
- d) What is a master budget?
- e) Define Break – even point.
- f) What are subsidiary books?
- g) What is GAAP?

SECTION -B

Answer any four question. Each question carries five marks (4X5=20)

- 2. Explain any five uses of accounting information.
- 3. What is trial balance? What are its objectives?
- 4. What are the various sources and uses of funds.
- 5. List out merits and demerits of responsibility accounting.
- 6. A Company producing a single product sells it at ₹. 30 per unit. Variable cost is ₹.18 per unit and fixed cost ₹. 1,20,000 per annum. Calculate
 - a) Break even point; and
 - b) Sales volume required to earn a net profit of ₹. 1,80,000 per annum.
- 7. Journalize the following transactions in the books of Pranav.

- a) Pranav started business with cash ₹. 50,000
- b) Purchased goods from Mr. Amir for cash ₹. 20,000
- c) Sold goods to Mr. A on credit for ₹. 20,000
- d) Received goods of ₹. 25,000 from Mr.B.
- e) Paid life insurance premium of ₹. 2000.

SECTION -C

Answer any three question. Each question carries ten marks

(3X10=30)

8. Explain in detail Accounting concepts and conventions.
9. What is ratio analysis? Discuss its advantages and disadvantages.
10. Write short notes on:
 - a) Forensic Accounting.
 - b) Responsibility Accounting.
11. From the following particular calculate.
 - a) Current Ratio.
 - b) Liquid Ratio
 - c) Proprietary Ratio
 - d) Debt – Equity Ratio
 - e) Capital Gearing Ratio

Balance Sheet			
Liabilities	₹.	Assets	₹.
5000 equity shares of ₹ 10 each	5,00,000	Land & Building	5,00,000
8% 2000 preference shares of ₹ 100 each	2,00,000	Plant & Machinery Debtors	6,00,000
9% 4000 debentures of ₹ 100 each	4,00,000	Debtors	2,00,000
Reserves	3,00,000	Stock	2,40,000
Creditors	1,50,000	Cash & Bank	55,000
Bank Overdrafts	50,000	Prepaid Expenses	5,000

12. The following is the Balance sheet of Amit Corporation Ltd., as on 31st Dec 2019 and 2020. You are required to prepare a schedule of changes in working capital and funds Flow statement.

Liabilities	2019	2020	Assets	2019	2020
Share Capital : 11% cumulative preference share	-	30,000	Land & Building	60,000	50,000
equity shares	1,10,000	1,20,000	Plant & Machinery	30,000	50,000
General Reserve	4,000	4,000	Sundry Debtors	40,000	48,000
Profit & Loss A/C	2,000	2,400	Stock	60,000	70,000
9% Debertures	12,000	14,000	Bank	2,400	7,000
Provision for taxation	6,000	8,400	Cash	600	1,000
Proposed Dividend	10,000	11,600			
Current liabilities	49,000	35,600			
	1,93,000	2,26,000		1,93,000	2,26,000

SECTION -D

13. Case (Compulsory)

(1x15=15)

From the following Trial Balance, prepare trading and Balance Sheet as on 31st March 2019,

Sl.No.	Particulars	Dr.	Cr.
01.	Capital	-	3,00,000
02.	Drawings	50,000	-
03.	Purchases	4,00,000	-
04.	Carriage outwards	5,000	-
05.	Return outwards	-	10,000
06.	Sundry Expenses	8,000	-
07.	Bad debts	3,000	-
08.	Postage	2,000	-
09.	Wages	10,000	-
10.	Discount	5,000	-
11.	Sales	-	6,00,000
12.	Bills Receivable	-	30,000
13.	Land & Building	1,80,000	-
14.	Plant & Machinery	75,000	-
15.	Sundry Creditors	-	85,000
16.	Salary	15,000	-
17.	Investments	30,000	-
18.	Opening Stock	1,32,000	-
19.	Cash	5,000	-
20.	Sundry debtors		

Adjustments:

- i. Prepaid wages ₹. 500.
- ii. Outstanding salary ₹.4000
- iii. Depreciation on machinery @ 6%
- iv. Provision for bad debts at 5%
- v. Interest on investments ₹. 900
- vi. Closing stock ₹. 1,03,000

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COURSE -04 : ORGANIZATIONAL BEHAVIOUR

Max.Marks : 80

SECTION -A

**1. Answer any five sub-question. Each sub question carries three marks
(5X3=15)**

- a) Define organizational behavior.
- b) What are the barriers of perception?
- c) What are attitudes?
- d) What are the reasons for emergence of informal group?
- e) Who is Change agent?
- f) What are the elements of Social Learning?
- g) Define workforce diversity.

SECTION -B

Answer any four question. Each question carries five marks (4X5=20)

2. Briefly explain the various models of organizational behavior?
3. Explain organizational climate.
4. Differentiate between formal and informal group.
5. What are the qualities of effective leader.
6. Mention the reason for organizational change.
7. Explain the dimensions of personality.

SECTION -C

Answer any three question. Each question carries ten marks

(3X10=30)

8. Explain the factors affecting personality traits.
9. Define perception. Discuss the various factors influencing perception.
10. Critically evaluate the process of group development.
11. What is conflict? Explain the reasons for organizational conflict.
12. Describe the various styles of leadership.

SECTION -D

13. Case (Compulsory)

(1x15=15)

Soon after Mr. Matsushita of Matsushita Electric, Japan started his own business, when the company was still an individually owned and managed, small company with only about 10 employees, he separated the company accounts from the family accounts. He gave full accounts of the balance sheet to the employees every month to keep them apprised of monthly sales and profits.

Since at the time his company was under private management with no stockholders to answer to, he was not required to open his books to the public. Yet, he spontaneously decided to make the figures known to all his employees. When they heard the report about the amount of profit at the end of the month, they thought to themselves. "That's good. I'll work even harder next month to better the record.

The employee finds pleasure, self-satisfaction and purpose in working for his company and comes to have enthusiasm which prompts him to work harder.

A system of open management does not give the manager any opportunity to do something dishonest with impunity, for he cannot hide his deeds. Confidence between him and his employees will be lost and unless restored, the company will eventually be brought to ruin.

The reason Matsushita Electric has made such remarkable progress and that Konosuke Matsushita was so highly respected by all his employees today is that he had been hard on himself and most careful to avoid even the faintest hint of managerial misconduct.

Such a dedicated and morally upright attitude on the part of a manager sends a persuasive message to his employees. They too must be careful to act properly at all times.

Mr. Matsushita himself pointed out 20 years ago that having a good staff was one of the factors of Matsushita Electric's success.

I think that we can say that through his practice of open management, he motivated his employees to do better day after day. It was not simply a matter of the company hiring a good staff to begin with; it was his practice of open management which motivated the employees and reduced labour turnover, getting success to the organization.

Questions :

1. Explain the reasons for the success of simple structure compared to a matrix structure.
2. Why do the employees behave differently in different structures?

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COURSE -05 : STATISTICS AND OPTIMIZATION TECHNIQUES

Max.Marks : 80

SECTION -A

**1. Answer any five sub-question. Each sub question carries three marks
(5X3=15)**

- a) What is standard deviation? Give the formula to calculate standard deviation.
- b) Distinguish between sample and census.
- c) What are the measures of central tendency?
- d) List different queuing models.
- e) What is a zero sum game?
- f) Name the three types of time estimates in PERT
- g) What is purchase cost and carry my cost?

SECTION -B

Answer any four question. Each question carries five marks (4X5=20)

- 2. Explain the different methods of collecting primary data.
- 3. Discuss the properties of normal distribution and normal curve.
- 4. Discuss the models in operation research.
- 5. Customers arrive at a booking office window, being manned by a single individual at a rate of 25 per hour. Time requires to serve a customer has exponential distribution with a mean of 120 seconds. Find the mean waiting time of a customer in the queue.

6. Represent the following data by histogram.

Income in Hundreds	No. of Families
200-300	27
300-400	30
400-500	45
500-600	25
600-700	18

7. From a well shuffled pack of cards, a card is drawn at random. Find the probability that the card drawn is (i) an ace (ii) a heart (iii) king of heart

SECTION -C

Answer any three question. Each question carries ten marks (3X10=30)

8. From the following frequency distribution obtain mean, medium and mode.

CI	30-50	50-70	70-90	90-110	110-130	130-150
Freq	8	15	25	16	7	4

9. Find the regression equation for the following data and hence estimate y when $x=15$ and x when $y=18$.

10. Discuss the application of game theory in business highlighting its application.

11. Under an employment promotion programme it is proposed to allow sales of newspapers on the bases during off-peak hours. The vendor can purchase the newspaper at a special discount rate of 25 paise per copy against the selling price of 40 paise. Any unsold copies are, however, a dead loss. A vendor has estimated the following probability distribution for the number of copies demanded.

No of Copies	15	16	17	18	19	20
Probability	0.04	0.19	0.33	0.26	0.11	0.07

12. Differentiate between binominal distribution and normal distribution, highlights their application.

SECTION -D

13. Case (Compulsory)

(1x15=15)

Draw a network for the below mentioned activities and find out critical path and various slack times.

Activity	Optimistic Time	Pessimistic Time	Most Likely Time
1 – 2	4	12	7
1 – 3	12	17	13
2 – 4	15	21	18
3 – 4	2	5	3
2 – 5	8	14	10
4 – 5	21	35	26

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COURSE -06 : BUSINESS ENVIRONMENT

Max.Marks : 80

SECTION -A

1. Answer any five sub-question. Each sub question carries three marks (5X3=15)

- a) Define Demographic Environment.
- b) What is Economic system? Mention the different economic systems.
- c) Define monetary policy.
- d) What do you mean by budget deficit?
- e) What is sustainable development?
- f) What is FDI?
- g) What is Industrial licensing?

SECTION -B

Answer any four question. Each question carries five marks (4X5=20)

2. What are the objectives of monetary policy?
3. What are the merits and demerits of MNCs?
4. Discuss the power and function of competition commission of India.
5. What are the causes of Environment degradation?
6. How do demographic factor influence a business?
7. What are the features of capitalism?

SECTION -C

Answer any three question. Each question carries ten marks (3X10=30)

8. WTO rules make life easier for all. Do you agree with the statement? Why?
9. Explain various factors affecting international investments?
10. Critically examine the Industrial Policy of 1991.
11. Explain the main objectives of fiscal policy.
12. Discuss the various methods of Environmental Scanning.

SECTION -D

13. Case (Compulsory) (1x15=15)

Covid-19 has brought unprecedented challenges to the firms across the globe. The firms in India have also been facing the challenges of Covid-19. At the same time border tension between India and China is also an addition to the challenge of business. The central government has banned many China apps and called off the projects assigned to China companies. Many firms have stopped their imports from China and they are in search of alternative sources of supply. This has brought many challenges and opportunities to the business firms in India.

Questions :

1. Assume that you are an importer of toys from China. In the present situation what is your strategy?

