I Semester M.B.A. Degree Examination, January/February 2015
(CBCS) (2014-15 & Onwards)
MANAGEMENT
Paper – 1.1 : Economics for Managers

Time : 3 Hours

Max. Marks : 70

Instruction : Calculators are *allowed*.

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. Answer to **each** question should **not** exceed **250** words. **(5×5=25)**

1. Explain the concept of PPC and its linkage with opportunity cost.

2. How are cost relationships related to the principle of diminishing return ? Elucidate with special reference to the shape of cost curves.

3. What are the types of price discrimination ? Which among them is justifiable for frequent flyer scheme of airline industry ?

4. How is the modern theory of rent an improvement over Ricardo's theory ?

5. Briefly explain Cyert and March Behavioral theory of firm.

6. Distinguish between GNP and GDP.

7. A and B company Pvt Ltd. concludes the demand function for its X product is :
   $Qx = 1000 - 0.2 Px + 0.5 Py + 0.04Y + 0.01A$, where
   Qx = Quantity demanded of its product
   Px = Price of x
   Py = Price of y (substitute to x)
   Y = Consumers Income
   A = Advertisement Expenditure
   At present Px = 100 Rs, Py = 120 Rs, y = 10,000 Rs and A = 6,000 Rs
   Calculate the following :
   a) Price elasticity
   b) Income elasticity
   c) Advertisement elasticity
   d) Cross elasticity

P.T.O.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. Answer to **each** question should **not** exceed **500** words. **(3×10=30)**

8. Show with the help of indifference curves how a consumer reaches equilibrium.

9. Price rigidity is an essential aspect of normal oligopolistic price strategy'. Discuss with the help of kinked demand curve.

10. Discuss the short and long run equilibrium of the firm under perfect competition with the help of suitable diagrams. Why do you think the firm is able to make only normal profit in the long run ?

11. A company has the following data :

Year	Sales
1980	100
1981	107
1982	128
1983	140
1984	181
1985	192

Estimate sales for 1986

SECTION – C

12. **Case study (compulsory).** **(1×15=15)**

Indian Cement Industry : Riding the High Trade

India is the second largest producer of cement in the world, just behind China. Indian cement industry comprises of 130 large cement plants and 365 mini cement plants with installed capacity of 172 million tonnes per annum (mtpa); these plants are located in states like Gujarat, Rajasthan and Madhya Pradesh. The large cement plants account for over 94 percent of the total installed capacity. However two large groups, viz. the Aditya Birla Group and the Holcim Group; together control more than 40 per cent of total capacity. This apart, more than

25 per cent of total capacity is controlled by global majors. These include Lafarge of France, Holderbank of Switzerland and Cemex of Mexico. The Indian cement industry is characterised by takeovers and acquisitions, which contributes to gaining market power and thus enables companies to enjoy pricing power, which is typically oligopoly.

Cement : Output and Consumption

India accounts for 6.4% of global production of 2.22 billion tonnes of cement. Indian cement industry has grown in terms of installed capacity and production. Cement production increased by over 9 per cent in FY2007, reaching 154.74 mtpa, in comparison to 12.40 per cent in FY2006, 7.07 in FY2005 and 5.19 per cent in FY2004. Decade-wise, Indian cement production has increased at 8.2 per cent (CAGR) during FY 1996-2006, as compared to 6.9 per cent during 1986-1996.

Cement consumption in India has increased by more than 10.53% during FY 2007 to 148.41 mtpa compared to 134.27 in FY 2006. During the decade 1997-2007, the cement consumption has increased by 8% at 10 yearly compound annual growth rate (CAGR). The changing face of Indian demography, growth of nuclear families, higher disposable income, changing pattern of spending, easily available home loans, increased urbanisation and growth of metro and semi-metro cities are some of the vital factors behind a tremendous spurt in the housing sector. In order to keep pace with an optimistic rate of economic growth, there is a rising demand for commercial and retail space, IT Parks and SEZs. Another recent trend has been initiated by the Government, with increase in investment in infrastructure, like National Highway Development Projects. It is expected that a construction opportunity of over ₹ 7.6 trillion will be created over next five years.

Apart from meeting the entire domestic demand, the industry is also exporting cement and clinker. The export of cement during 2001-02 and 2003-04 was 5.14 million tonnes and 6.92 million tonnes respectively. Export during April-May, 2003 was 1.35 million tonnes. Major exporters were Gujarat Ambuja Cements Ltd. and L&T Ltd.

Pricing

Cement industry has been decontrolled from price and distribution on 1st March 1989 and de-licensed on 25th July 1991. During last four years (2003-2007) cement prices have gradually increased from around ₹ 150 per bag in 2003 to ₹ 230 per bag in 2007. Cement manufacturers control over market can be gauged by the fact that even 20-25% freight hike was straight passed on to

consumers. Average industry ROCE has reached more than 26% due to the recent burst in cement prices. Encouraged by such lucrative returns cement manufactures have decided to increase capacity by more than 97 million tonnes over next three years of which 43.7 million tonnes is likely to complete in FY 2009. Thus, the cement supply will increase by more than 11% in next three years.

Cement consumption growing at around 10% and production at 11% would naturally create a situation of over production. As per estimates, cement industry will face over capacity of 17.7 mtpa in 2008 and 37.7 in 2009. Therefore it is expected that capacity utilisation will fall significantly. Further new players are likely to join the industry with huge production capacities.

Questions :

1) Do you think cement industry in India presents a good explanation of oligopoly ? Which characteristics of oligopoly do you find in the above case ?

2) How has decontrolling of cement prices helped the growth of this industry ?

3) Do you see possibilities of cartel or implicit collusion in the above case ? How ?

————————

I Semester M.B.A. Degree Examination, January/February 2015
(CBCS) (2014-15 & onwards)
Paper – 1.2 :ORGANIZATIONAL BEHAVIOUR

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. Answer
to **each** question should not exceed **250** words.   **(5×5=25)**

1. Explain any three determinants of personality.

2. Bring out any three differences between leadership and management.

3. What are the factors and methods to be considered to change attitudes ?

4. Explain the practical application areas of transactional analysis.

5. Explain organizational Development.

6. Explain the benefits of group decision making.

7. Explain Kurt Lewin model of change management with an example.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks.
Answer to **each** question should **not** exceed **500** words.   **(3×10=30)**

8. Describe several strategies both for reducing and resolving conflicts. Illustrate
   with examples.

9. Describe various principles of learning.

10. Discuss any three leadership theories and their relevance to modern
    organizations.

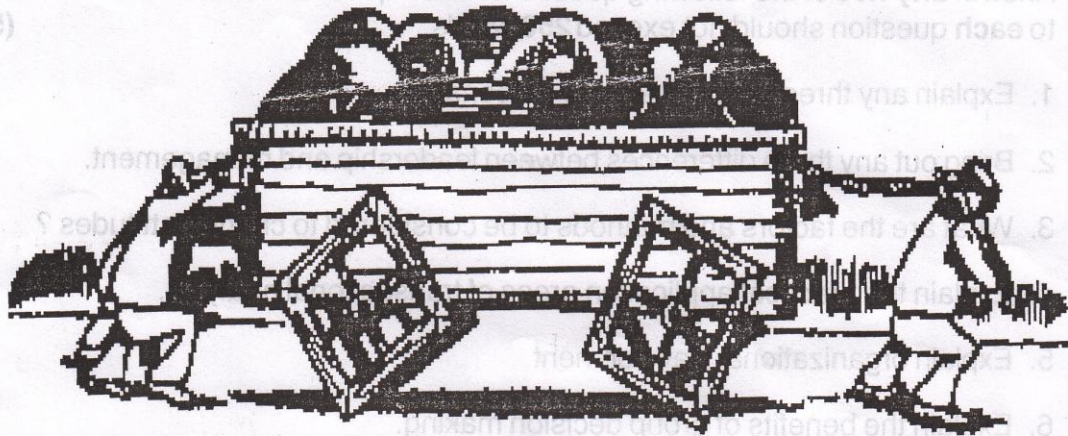11. Explain various stages of change in organizations.

SECTION – C

Case Study

It carries **fifteen** marks. (1×15=15)

12. Observe the following figure and bring out your analysis on managing change in organizations in terms of people, process and structure.

I Semester M.B.A. Degree Examination, Jan./Feb. 2015
(CBCS) (2014-15 & Onwards)
MANAGEMENT
Paper – 1.3 : Accounting for Managers

Time : 3 Hours   Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks.

Answer to **each** theoretical question should **not** exceed **250** words.   **(5×5=25)**

1. Explain the assumptions underlying accounting measurement.

2. Write a note on Quality of Earnings.

3. Distinguish between cost control and cost reduction.

4. Explain the practical applications of Marginal Costing.

5. On September 1, 2012, Rashmi Sinha established Lovely Beauty Salon. The
   business engaged in the following transactions in the first month :

   a) Rashmi Sinha invested Rs. 50,000 cash in business

   b) Bought equipment for cash Rs. 15,000

   c) Took a bank loan Rs. 25,000

   d) Bought supplies on credit Rs. 3,000

                                                                        P.T.O.

e) Paid rent Rs. 12,500

f) Paid creditors Rs. 1,500

g) Received fee for services provided Rs. 29,000.

You are required to analyze the effect of the above transactions on the accounting equation.

6. XYZ Ltd., has prepared the following budget estimates for the year 2009-10.

Sales in units	15,000
Fixed expenses	Rs. 34,000
Sales in volume	Rs. 1,50,000
Variable cost per unit	Rs. 6

You are required to :

i) Find out P/V ratio, break-even point and margin of safety.

ii) Calculate the revised P/V ratio, break-even point and margin of safety in each of the cases :

a) Decrease of 10% in selling price

b) Increase of 10% in variable costs.

7. Ajay Company reported a net profit after tax of Rs. 3,40,000 for the year ended 31-3-2007. The relevant balance sheet accounts on 31-3-2006 and 31-3-2007 are as follows :

(Amount in Rs.)

Particulars	31-3-2007	31-3-2006
Inventories	59,000	72,000
Debtors	94,000	61,000
Pre paid Expenses	14,000	3,000
Creditors	82,000	78,000
Income Tax Payable	13,000	19,000

Depreciation expenses of Rs. 49,000 and gain on sale of investment of Rs. 8,000 appeared on the Profit and Loss account for the year ended 31-3-2007. Calculate net cash flow from operating activities using indirect method.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks.

Answer to **each** theoretical question should **not** exceed **500** words.   **(10×3=30)**

8. Define Human Resource Accounting. Explain the various valuation techniques of human resource accounting.

9. What are Annual Reports ? Discuss the mandatory disclosures in a Company's Annual Reports.

10. The profitability statement of G Co. Ltd., has been summarized as given below.

Sales		15,00,000
Direct Material	4,50,000	
Direct Wages	3,00,000	
Variable Overheads	1,20,000	
Fixed Overheads	4,40,000	13,10,000
Profit		1,90,000

The budgeted capacity of the company is Rs. 20,00,000 but the key factor is sales demand. It is proposed that in order to utilize the existing capacity, the selling price of the only product manufactured by the company should be reduced by 5%. You are requested to prepare a forecast statement which should show the effect of the proposed reduction in selling price and include any changes in costs expected during the coming year. The following additional information is given.

a) Sales forecast Rs. 19,00,000 (after reduction)

b) Direct material prices are expected to increase by 2%

c) Direct wage rates are expected to increase by 5% per unit

d) Variable overheads are expected to increase by 5% per unit

e) Fixed overheads will increase by Rs. 20,000.

11. The following is the Balance Sheet of Prashant Ltd., as on 31-3-2013

Balance Sheet of Prashant Ltd.

as at 31 March 2013

Liabilities and Equity	Amount ₹		Assets	Amount ₹	
Share capital			Fixed assets		6,10,000
Equity shares of			(Less: Depreciation)		
10% each	4,00,000		Current assets :		
1,000 12% Preference			Stock-in-trade	1,60,000	
shares of ₹ 100			Sundry debtors	1,20,000	
each	1,00,000	5,00,000	Bills receivable	25,000	
Reserve and surplus		1,00,000	Cash in hand		
12% Debentures		2,00,000	and bank	35,000	3,40,000
Current liabilities					
Creditors	1,20,000				
Bank Overdraft	30,000	1,50,000			
		9,50,000			9,50,000

Revenue Statement

For the Year Ended 31 March 2013

Particular	Amount (₹)	
Net sales (credit)		7,30,000
Cost of sales		6,20,500
Gross profit		1,09,500
Administrative expenses	18,250	
Selling and distribution expenses	36,500	54,750
Operating profit (before tax)		54,750
Taxation		25,550
Operating profit (after tax)		29,200

From the given information, you are required to compute the following ratios :

1) Current ratio

2) Liquidity ratio

3) Gross profit ratio

4) Debtor's velocity

5) Net profit ratio

6) Capital gearing ratio

7) Proprietary ratio

8) Stock working capital ratio

9) Administrative expenses ratio

10) Debt-equity ratio.

SECTION – C

12. **Case Study – Compulsory :** (1×15=15)

The following is the trial balance of Venkateshwara Ltd., as at 31.3.2012

	Debit	Credit
Stock on 1st April 2011	7,50,000	–
Sales	–	35,00,000
Purchases	24,50,000	–
Wages	5,00,000	
Discounts	70,000	50,000
Salaries	75,000	–
Rent	49,500	–
General Expenses Including Insurance	1,75,000	–
Profit and Loss Account on 1st April 2011	–	1,50,300
Dividends Paid	90,000	–
Bad Debts	48,300	–
General Reserve	–	1,55,000
Cash in hand and at Bank	1,62,000	–
Authorized capital and Issued Capital		
(Fully Subscribed) (1,00,000 Shares of Rs. 10 Each)	–	10,00,000
Sundry Debtors and Creditors	3,75,000	1,79,500
Plant and Machinery	2,90,000	
Total	**50,34,800**	**50,34,800**

You are required to prepare a statement of Profit or Loss and a Balance Sheet for year ended 31st March, 2012 as per the Revised Schedule VI of the Companies Act.

a) Closing Stock Rs. 8,20,000

b) Depreciate machinery at 15% p.a.

c) One month's rent at Rs. 54,000 p.a. was due on 31st March 2012

d) Six months insurance was unexpired Rs. 3,750

e) The Directors proposed a dividend of 8%.

_____

PG – 851

I Semester M.B.A. Degree Examination, January/February 2015
(CBCS) (2014 – 15 & Onwards)
Paper – 1.4 : STATISTICS FOR MANAGEMENT

Time : 3 Hours

Max. Marks : 70

Instruction : *Statistical tables and calculators are **allowed**.*

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks.
Answers to theoretical questions should **not** exceed **250** marks. **(5×5=25)**

1. What is sampling ? Discuss different sampling techniques and their relevance
   in statistical inference.

2. The data given below pertains to the patients admitted into a corporate Hospital
   during the years 2007 and 2013. Fit a straight line trend by the method of least
   squares and estimate the number of patients for the years 2014 and 2015. A
   graph is not necessary

Years	2007	2008	2009	2010	2011	2012	2013
Patients in lakhs	19	21	25	29	26	27	32

3. Define the following concepts :

   a) Null hypothesis and alternative hypothesis.

   b) One Tailed and Two Tailed tests.

   c) Point estimation and internal estimation.

   d) Type I and Type II errors.

   e) Confidence limits.

P.T.O.

4. A survey of 500 students yielded the data given below : Using Chi-square analysis and assuming a 5 % significance level, find whether mentoring has an impact on the performance index.

Performance Index	Mentoring done	No mentoring	Total
Very high	200	50	250
Average	150	50	200
Very low	25	25	50
	375	125	500

5. Illustrate and explain the concept of Kurtosis with suitable diagrams. Also illustrate and explain the concept of skewness and state the formulae for the absolute and relative measures of skewness.

6. A company wants to select a team leader from among the following candidates :

   a) Male, age 40

   b) Male, age 43

   c) Female, age 38

   d) Female, age 29

   e) Male, age 39

   What is the probability that the team leader selected, will be

   1) Either male or aged above 41 years ?

   2) Either female or aged below 35 years.

7. What are non parametric tests ? Discuss with suitable examples the different non parametric tests and state their relevance.

SECTION – B

Answer **any three** questions. **Each** question carries **ten** marks. Answers to theoretical questions should **not** exceed **500** words. **(3×10=30)**

8. Compute the Fisher's ideal index and prove the factor reversal test and time reversal tests. Also compute the cost of living index by the aggregate expenditure and family budget methods for the following data :

Commodity	p_0	q_0	p_1	q_1
Rice	12	20	14	22
Wheat	11	21	12	23
Oil	10	19	11	20
Sugar	9	18	8	21
Fuel	13	20	14	20

9. A film director claims that his movie is liked equally by people of all ages. Using ANOVA and assuming a 5 % level of significance, comment on whether the film director is correct in his assumption or not

Age	Disliked the movie	Neutral	Liked the movie
18 – 30 years	400	450	425
30 – 42 years	375	350	375
43 – 55 years	300	200	100
Above 55 years	225	200	200

10. Write short notes on :

   a) Diagrammatic representation of data (wtith illustrations).

   b) Decision tree and its relevance with an example and illustration.

11. The weekly wages of 2000 workers are normally distributed. Its Mean and Standard Deviation are Rs. 140 and Rs. 20 respectively. Estimate the number of workers whose weekly wages will be

a) Between Rs. 120 and Rs. 130

b) More than Rs. 170

c) Less than Rs. 165

d) Between Rs. 135 and Rs. 145

e) Between Rs. 138 and Rs. 150.

SECTION – C

This is a **compulsory** Section. (1×15=15)

12. In a class of 10 students the marks scored in the subjects of Sociology and Mathematics are listed as below. From the data find

a) The two regression coefficients

b) The two regression equations

c) The most likely marks in Statistics when marks in Economics are 80

d) The most likely marks in Economics when marks in Statistics are 60

e) Also find the Correlation Coefficient between them :

Marks in Sociology	85	77	65	51	82	48	91	42	72	58
Marks in Mathematics	77	81	55	62	66	65	88	49	69	70

First Semester M.B.A. Degree Examination, January/February 2015
(2014 – 15 & Onwards) (CBCS)
Management
Paper – 1.5 : MARKETING FOR CUSTOMER VALUE

Time : 3 Hours   Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **5** marks. Answer
to **each** question should **not** exceed **250** words.   **(5×5=25)**

1. Elucidate the importance of marketing mix in the present context of Indian
   Marketing Environment.

2. 'Competitive Dynamics are very critical for achieving competitive advantage'.
   Justify.

3. Explain the factors influencing consumer behaviour in Marketing Decision.

4. Define Pricing. Advocate various pricing strategies used in business.

5. 'Advertisement is a wide range of promotional tool'. Justify.

6. Discuss the importance of CRM in globalized scenario.

7. Assume that you are a Marketing Manager of a Television Manufacturing Company
   and design various levels of distribution channel for wide reach of market.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. Answer
to **each** question should **not** exceed **500** words.   **(3×10=30)**

8. Explain the stages and strategies involved in Product Life Cycle (PLC) with
   relevant examples.

9. Discuss segmentation, targeting and positioning with the help of real time example.

10. Briefly explain the steps involved in New Product Development Process.

11. 'Promotional mix strategies are shaping company's marketing efforts'. Explain
    with relevant examples.

SECTION – C

Case Study **(Compulsory)** :   (1×15=15)

Coca-Cola's Failure in Thailand Market

12. For many years that Coca-Cola is known as the world leader in carbonated soft drink especially in Europe and South America. But in some Asia markets including Thailand, Coca-Cola still trail its biggest rival, Pepsi Co.

The company is recognised by the importance of adaptation localisation in overseas by responding to each target market's need and want, focusing more on the market, economy, culture and region. Moreover, Coca-Cola tries to approach the target consumers by decentralizing the operation and marketing, trusting more on the ideas and decisions made by individual local outfit not from its Atlanta head quarter. These are the ways to reach every target consumer in the world as the mantra of CEO and Chairman of the company, Doug Daft opines "To be within an arm's search of desire.....Always, everywhere Coca-Cola" "think local, act local" "people don't buy drinks globally" "We need to make our advertising as relevant as possible to local markets".

With mixing these two components (global brand and localisation), Coca-Cola is still found to lose connection with Thai consumers. According to Sasie Vadhanapanich, a chief ideation officer of a marketing research company in Thailand, Thai's expectation for Coca-Cola brand is that it stands for 'youthful spirit', 'cool' and 'hip'. But for many years now the company had not excited the market or consumers anymore whether through new product innovations or impactful breakthrough campaigns. Although many attempts were made to reconnect with young consumer, the impact was short-lived.

Coca-Cola said it has applied adaptation/localizations strategy but their advertising campaigns in Thailand before 2007 still were global advertisements, the company still adapt one global advertisement and does not develop Thailand specific appeals. Product development was not considered for the local market.

Questions :

a) What are the key reasons for Coco-Cola's failure in Thailand Market ?

b) Suggest some suitable marketing strategies to Coco-Cola to succeed in Thailand Market.

I Semester M.B.A. Degree Examination, January/February 2015
(2014-15 (CBCS) & onwards)
MANAGEMENT
Paper –1.6 : Business and Industry

Time : 3 Hours   Max. Marks : 70

SECTION – A

Answer **any five** of the following questions. **Each** question carries **five** marks.
Answer to **each** question should **not** exceed **250** words.   **(5×5=25)**

1. Write a brief note on different types of Enterprises.

2. Explain Manorial and Feudal system.

3. Write a brief note on putting out system with its merits and demerits.

4. Discuss the role of Bagedari sector in Indian Business.

5. Write a note on changing economic policy in India.

6. Explain the CSR provisions of Companies Act, 2013.

7. Write a note on : i) consumer durables   ii) contract farming.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **ten** marks.
Answer to **each** question should **not** exceed **500** words.   **(3×10=30)**

8. Explain the role and importance of agricultural sector to the development of Indian economy.

9. Discuss the internal and external factors influencing Business.

10. Explain the problems and challenges faced by family business in India.

11. What are business growth barriers ? Explain with suitable examples.

SECTION – C

12. Case Study (**Compulsory**).   (1×15=15)

Adam Werbach had been an environmental activist since his school days. He ran the Sierra student coalition, and by 1996 was president of the Sierra Club. He also had a place on Greenpeace's international board. But in 2004 he alienated many environmentalists when he announced the 'death of environmentalism'. Having witnessed the aftermath of Hurricane Katrina in New Orleans USA, he concluded that major companies rather than governments or NGOs held the capacity to deal with the biggest problems.

Werbach's Act Now consultancy began to work with Walmart. He saw the long-term nemesis of the environmental movement as an ideal conduit for reaching the average American, and designed a programme to encourage every employee to make a change that would benefit themselves and wider society. Act Now was acquired by advertising firm Saatchi and Saatchi, and under the label Saatchi and Saatchi S has worked with companies such as McDonald's, Johnson and Johnson, and General Mills to foster intrapreneurship amongst workers.

Questions :

1. Discuss the relation between NGOs and business organizations.

2. Is Werbach an example of intrapreneurship.

3. Do you agree with Werbach that companies have greater role in environmental management ? Elaborate.

I Semester M.B.A. Degree Examination, Jan./Feb. 2015
(CBCS 2014 – 15 and Onwards)
MANAGEMENT
Paper – 1.7 : Communication Skills

Time : 3 Hours   Max. Marks : 70

SECTION – A

Answer **any five** of the following. **Each** question carries **five** marks. Answer to **each** question should **not** exceed **250** words.   **(5×5=25)**

1. What are the barriers to communication ?

2. Make a diagrammatic representation of the communication process and explain with examples noise and feedback.

3. What are the five W's and one H ? Use a Sales report as an example to explain each.

4. Distinguish between 'listening' and 'active listening'. What are the characteristics of a food listner ?

5. How are teams formed ? What are the characteristics of successful teams ?

6. What are the sources of conflict and methods of resolving them ?

7. Explain emotional intelligence.

SECTION – B

Answer **any three** of the following questions. **Each** question carries **10** marks. Answer to **each** question should **not** exceed **500** words.   **(3×10=30)**

8. Explain the importance of communication in business.

9. Explain the various types of non-verbal communication. What is the importance of non-verbal communication in a organizational setting ?

10. Discuss the qualities required to be good at public speaking. What are the points to keep in mind while making a presentation using power point slides ?

11. a) What are the differences between win-win and win-loose strategy ?

    b) What negotiation tactics are used in win-win strategy ?

SECTION – C

12. Case study (**Compulsory**). (1×15=15)

    Vikas purchased a refrigerator from Sunco Ltd. and is a unhappy customer. He has written a long letter to Sunco explaining the problems with poor packaging, damage to the handle, excessive noise and the poor response he has been setting from the Sales Executive.

    Question.

    a) Write a reply to Vikas as the Marketing Manager of Sunco aimed at winning the customers confidence.

    b) Write a formal letter to the GM (HR) elaborating the need for soft skills training for sales executives and a suggested plan of action to arrange for such a training program.

––––––––––