

MODEL PAPER

**M.B.A. / M.B.A. T & H Degree Examinations**

**First Semester**

**Paper-I : PERSPECTIVES OF MANAGEMENT**

**(Common for M.B.A. & M.B.A. Tourism & Hospitality Management)**

Time : 3 Hours

Max. Marks : 75

**SECTION - A (5 x 4 = 20 Marks)**

Answer any FIVE questions not exceeding ONE page each.

1. a) Henry Fayol
- b) Planning Vs. Forecasting
- c) Purpose of planning
- d) Line Organisation
- e) Decentralisation
- f) Needs hierarchy
- g) TQM
- h) Concept of directing

**SECTION - B (5 x 8 = 40 Marks)**

Answer ALL questions not exceeding FOUR pages each.

2. a) Outline the main functions of management.

OR

- b) Define management. Explain about social responsibility of management.

3. a) Examine the nature and importance of planning.  
OR  
b) Discuss the benefits and limitations of decision tree analysis.
4. a) Briefly explain about different kinds of organisational structures.  
OR  
b) Explain about organisational conflicts.
5. a) What is leadership ? Explain its types.  
OR  
b) Discuss about Herzberg's two-factor theory of motivation.
6. a) Describe the steps in controlling.  
OR  
b) Explain the concepts of PERT and CPM and also distinguish between them.

**SECTION - C (15 Marks)**

**Case Study (Compulsory)**

7. Mr. Ranjan Kumar is the Managing Director of a Soaps Manufacturing Company. To increase sales, the Board of Directors wanted to start a full-fledged marketing department. Mr. Kumar is entrusted with the task of finding a suitable candidate to head the proposed marketing department. After considering a number of co-candidates, he has narrowed down his choice to two persons : Viswanath Dutt and Rajnarain.

Mr. Viswanath Dutt has an excellent track record in the company. During his fruitful association with the company, to

be precise ten years, he has always shown a high degree of enthusiasm and initiative in his work. He is still young (35 years) dynamic and aggressive. He is result-oriented and is more interested in ends rather than means. One of the workers, testifying his leadership qualities, remarked thus : "Though he is harsh at times, you will know where you stand when you work with him. When you have done a good job, he lets you know it". Mr. Dutt is willing to shoulder additional responsibilities. He decides things quickly and when action is required, he is 'always on his toes'.

During his 15 years tenure in the Company, Mr. Rajnarain has endeared himself to all his colleagues by his superior workmanship and pleasing manners. He always believes in the principle of employee participation in the decision making process. Unlike Mr. Dutta, he encourages his subordinates to come out with innovative ideas and useful suggestions. Before arriving at a decision he always makes it a point to consult his subordinates. Not surprisingly, all his subordinates are very pleased to work under him and praise his leadership qualities. They readily admit that the participative climate has encouraged them to use their talents fully in the service; of the organization company records also bear evidence for the increase in the production soon after Rajnarain became the head of his department.

**Questions :**

- 1) Analyse the leadership qualities and styles of Mr. Dutt and Mr. Rajnarain.
- 2) Between the two people, whom would you recommend for the position of a marketing manager ? Why ?

[ ANU - MBA - RR 10102 / MBA - T & H RR 11802 ]

Bad debts	300
Packing expenses	150
Lighting & heating charges of the factory	200
Expenses - Indirect - factory	125

Assuming that all the products manufactured are sold. What should be the selling price to obtain a profit of 20% on cost price ?

Illustrate in chart form for presentation to your manager, the divisions of costs of product 'Q'.

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MODEL PAPER

**M.B.A. Degree Examinations**

**First Semester**

**Paper - II : ACCOUNTING FOR MANAGEMENT**

**(Common for M.B.A. & M.B.A. Tourism & Hospitality Management)**

Time : 3 Hours

Max. Marks : 75

**SECTION - A (5 x 4 = 20 Marks)**

Answer any FIVE questions not exceeding ONE page each.

1. a) Mercantile system of accounting
- b) Trail balance
- c) CVP Analysis
- d) Variable cost Vs. fixed cost
- e) Decision making process
- f) Budgetary control
- g) Motives for holding cash
- h) Performance Budgeting

**SECTION - B (5 x 8 = 40 Marks)**

Answer ALL questions not exceeding FOUR pages each.

2. a) What is GAAP ? Explain the concepts of accounting in detail.  
OR
- b) Explain the relationship between financial accounting, cost accounting and management accounting.
3. a) What is Break-even Analysis ? Discuss its assumptions, uses and application part in management aspects.

OR

- b) Draw the Profit and Loss a/c and Balance Sheet with imaginary figures.
4. a) "Marginal costing is an administrative tool for the management to achieve higher profits and efficient operation". Discuss.

OR

- b) The sales turnover and profit during two periods were as follows:

Particulars	Sales (Rs.)	Profit (Rs.)
Period - 1	20 Lakhs	2 Lakhs
Period - 2	30 Lakhs	4 Lakhs

- Calculate (i) P/V Ratio (ii) BEP Sales (iii) MOS  
iv) Sales required to earn a profit of Rs. 5 Lakhs and  
v) Profit when sales are Rs. 10 Lakhs.

5. a) What is meant by cost? Explain about different types of costs which are useful in decision making process.

OR

- b) Aradhana Ltd is at present working at 90% of its capacity and produces 13,500 units per annum. It operates a flexible budgetary control system. The following figures are obtained from its budget :

	90% (13,500 units)	100% (15,000 units)
	Rs.	Rs.
Sales	15,00,000	16,00,000
Fixed expenses	3,00,500	3,00,500
Semi variable expenses	97,500	1,00,500
Variable expenses (other than material and labour)	1,45,000	1,49,500

Labour and material cost per unit remain the same under present conditions. Profit margin has been 10% on sales.

- i) You are required to determine the differential cost of producing 1,00 units b increasing capacity to 100%.  
ii) What would you suggest for an export price for these 1,500 units taking into a/c that the overseas prices are lower than these of the home market?

6. a) What do you understand by 'Budgeting'? Mention the types of budget that management of a big industrial concern would normally prepare.

OR

- b) What is zero base budgeting? Highlight its procedure, norms and superiority over functional budgeting.

**SECTION - C (15 Marks)**

**Case Study (Compulsory)**

7. The cost of the sale of products 'Q' is made up as follows :

	Rs.
Materials used in manufacturing	10,200
Materials used in packing materials	2,500
Materials used in selling the product	350
Materials used in Office	75
Materials used in factory	125
Labour required in producing	2,500
Salary paid to works manager and other	450
Principal officers of the factory :	
Expenses - Indirect Office	250
Expenses - Direct - Factory	1,000

MODEL PAPER

**M.B.A. Degree Examinations**

**First Semester**

**Paper - III : BUSINESS ENVIRONMENT**

Time : 3 Hours

Max. Marks : 75

**SECTION - A (5 x 4 = 20 Marks)**

Answer any FIVE questions not exceeding ONE page each.

1. a) Components of Business Environment
- b) Political Factors influencing business
- c) Economic Planning
- d) Structure of Indian Economy
- e) Competition Act 2002
- f) Ethics in Business
- g) Trade strategy
- h) Disequilibrium
- i) Trading Blocks
- j) International Economic Integration

**SECTION - B (5 x 8 = 40 Marks)**

Answer ALL questions not exceeding FOUR pages each.

2. a) Explain the dimensions of International Business Environment.  
OR
- b) How does the socio-cultural environment influenced the business policy of an organization ?

[ ANU - MBA - RR 10103 ]

3. a) Discuss the Industrial Policy of India followed till 1991.

OR

b) Enumerate different types of economic systems.

4. a) Describe various emerging trends in Indian Business Environment.

OR

b) Define Social Responsibility. What are the factors that have influenced social responsibility in recent times ?

5. a) Enlist the methods of correcting disequilibrium in BOP.

OR

b) What is Exchange Rate ? Bring out the reforms in Exchange Rate.

6. a) Impact of globalization on Indian Economy.

OR

b) What are the principles of functions of WTO ?

**SECTION - C (15 Marks)**

**Case Study (Compulsory)**

7. Softcore Consultancy services is in the information technology sector. It is currently facing a shortage of skilled manpower and is fuelling a hike in employee salaries, which have been posting a 10-40 per cent growth during the last couple of years. While there is an abundance of trainable human resources, a dearth in skilled manpower is being felt across the industry and this has resulted in a hike in salaries.

[ ANU - MBA - RR 10103 ]

Typically, salary jumps happen not only in the conventional manner of being promoted but also because of professionals changing jobs more frequently. The increase in salaries varies from job to job, and ranks highest in the IT sector where employees get a hike of over 40 per cent when they join a new establishment. There is no dearth in entry-level human resources as there is a large supply, but a severe shortage is felt in the middle-level positions.

According to Mr. Raj, CEO of Softcore, may new captive and their party off-shore facilities being set up in the country have led to a competition for skilled human resources that are already scarce. This is also leading to an aware-widening demand-supply gap and rise in the average salary level for all positions, apart from pushing up attrition in existing facilities he said.

There is new trend of employees moving to multinational companies abroad for higher salaries and global experience. The salary package and working environment is far better than India in countries like USA. then returning to India with global experience makes for a higher pay and position. This is also one reason for the shortage of skilled man power and hike in employee salaries in the IT sector.

**Questions :**

- 1) What problems in Softcore facing ? Suggest some remedies for its problems.
- 2) DO you support globalization ?

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MODEL PAPER

**M.B.A. Degree Examinations**

**First Semester**

**Paper - IV : MANAGERIAL ECONOMICS**

**(Common for M.B.A. & M.B.A. Tourism &  
Hospitality Management)**

Time : 3 Hours

Max. Marks : 75

**SECTION - A (5 x 4 = 20 Marks)**

Answer any FIVE questions not exceeding ONE page each.

1. a) Managerial Economics
- b) Baumol sales maximization
- c) Cross Elasticity of Demand
- d) Delphi Technique
- e) Isoquant Curves
- f) Cost plus pricing
- g) Non-price competition
- h) Price discrimination
- i) Marginal cost
- j) Forecasting

**SECTION - B** (5 x 8 = 40 Marks)

Answer ALL questions not exceeding FOUR pages each.

2. a) Define Managerial Economics. Explain the nature, scope and parameters of Managerial Economics.

OR

- b) Explain the theories of Profit Maximization Vs. Wealth Maximization.

3. a) What is Demand? Explain various types of elasticity of demand.

OR

- b) What is demand forecasting? Explain the methods of demand forecasting.

4. a) Define the production function. Explain the nature and managerial use of production function.

OR

- b) How does a least - cost combination arrived at with the help of isoproduct and isocost curves? Explain the significant of the tangential point.

5. a) What is perfect competition? Explain the price determination under perfect competition with diagrams.

OR

- b) What is Oligopoly? Explain how price and output decisions taken under conditions of Oligopoly.

6. a) Explain the economic problem and optimizing techniques.

OR

- b) Discuss the optimization function with one variable and multivariate function.

**SECTION - C** (15 Marks)

Case Study (Compulsory)

7. Find price elasticity of Demand at price Rs. 7, when price and quantity demanded behave in the following manner:

Price (P) Kg	9	8	7	6	5	4	3	2	1
Quantity Demanded (Q)/Kg	5	15	20	30	36	45	55	70	90

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# MODEL PAPER

**M.B.A. Degree Examinations**

**First Semester**

**Paper - V : MANAGERIAL COMMUNICATION SKILLS**

**(Common for M.B.A. & M.B.A. Tourism & Hospitality Management)**

Time : 3 Hours

Max. Marks : 75

**SECTION - A (5 x 4 = 20 Marks)**

Answer any FIVE questions not exceeding ONE page each.

1. a) Human communication
- b) Grapevine communication
- c) Interpersonal communication
- d) Intrapersonal communication
- e) Communicator
- f) Perception
- g) Business letter
- h) E-mail message
- i) Informal Report
- j) Negative Reporting

**SECTION - B (5 x 8 = 40 Marks)**

Answer ALL questions not exceeding FOUR pages each.

2. a) What are the advantages and disadvantages of Oral Communication?

[ ANU - MBA - RR 10105 / MBA - T & H RR 11805 ]

OR

- b) "Listening makes communication more effective". What are the factors responsible for developing listening skills ?
3. a) Distinguish between formal and informal communication.

OR

- b) Write briefly about Johare Window and Transactional Analysis.
4. a) What is meant by Emotion ? Examine the role of emotion in inter personal communication.

OR

- b) Outline the barriers of communication. Suggest measures to overcome those barriers.
5. a) What are the essentials of effective Business Correspondence ?

OR

- b) "Telephonic Communication has gained lot of importance in the recent past". Discuss.
6. a) Examine the significance of Report Writing.

OR

- b) How do you prepare a process Report of your choice ?

**SECTION - C (15 Marks)**

**Case Study (Compulsory)**

7. Mr. Murthy, the General Manager (HR) of Coromandel Cements Ltd., Mumbai is going to retire within two weeks after rendering

[ ANU - MBA - RR 10105 / MBA - T & H RR 11805 ]

his services to the company for 18 years in various capacities. He is assisted by the HR Manager in all the HR functions. He directly reports to the Managing Director of the company. The General Manager (Production) was elevated to the position of Managing Director just two months ago.

He has been given complete freedom and authority regarding all HR function include wage fixation, adjustments, revisions, bargaining etc. The employees several times reported their dissatisfaction about the wage level to the Managing Director. But the Managing Director used to convince them about the systems and techniques followed by Mr. Murthy in fixing wages.

The employees got a doubt about the information supplied by Mr. Murthy about the wage levels in comparable industries and the cost of living index. Consequently, they approached Mr. Murthy for clarification Mr. Murthy did not clarify their doubts immediately and asked them to meet him after 10 days so that he will collect and provide all the facts, data and information. Accordingly, they met him after 10 days. Then he simply said that "the information and data provided in the latest collective bargaining meeting are correct but the information supplied in the earlier meetings was not completely correct. He further added that he was forced by the top management to supply such incorrect information". This situation resulted in industrial unrest in the company for 14 days and the Managing Director solved the issued by enhancing wages by 100 per cent.

**Question :**

What is the communication problem involved in this case ?

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workers, accordingly, enjoy all the benefits in the organization, which in fact according to workers, should go only to those who work hard." Mr. Chaturvedi then wanted the Personnel Manger to look into the problem more closely and find out a solution to the problem of workers on hourly basis.

*Answer the following Question :*

- 1) Explain the motivational problem in this case by relating to Herzberg's theory.
- 2) What would be your response to Chaturvedi's statement, if you were the personnel manager of the company ?
- 3) If you were the manager, how would you motivate the employees so that they work better ?

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Time : 3 Hours

Max. Marks : 75

**SECTION - A (5 x 4 = 20 Marks)**

Answer any FIVE questions not exceeding ONE page each.

- i. a) Big five factors of personality.
- b) What is Perception Process ?
- c) What is thought leadership ?
- d) What is Inter-organizational conflict ?
- e) What is Organisational change ?
- f) What is organizational effectiveness ?
- g) Organizational culture Vs. Organizational climate.
- h) Alder's ERG theory.

**SECTION - B (5 x 8 = 40 Marks)**

Answer ALL questions not exceeding FOUR pages each.

1. a) Describe how organizational behaviour is an interdisciplinary subject.

OR

- b) What are the three primary determinants of behaviour on which organisational behaviour focuses ? Explain them in brief with suitable examples.

3. a) Explain contemporary theories of motivation in organizational Behaviour in the context of emerging economies.

OR

- b) Distinguish between transformational and transactional leadership.
4. a) What are the five major types of organisational conflicts in business organisations. Briefly explain their effect on organizational performance.

OR

- b) Why do negotiations fail? Suggest successful negotiation measures.
5. a) Discuss any three critical organizational development intervention techniques using examples.

OR

- b) Discuss the contemporary relevance of organizational change theories in Indian context.
6. a) What defines ethical organization? Briefly explain eight steps to building an ethical organizational culture.

OR

- b) What are the new realities and challenges facing in building organizational effectiveness?

**SECTION - C (15 Marks)**

**Case Study (Compulsory)**

7. Mr. Romesh Chaturvedi is the Chief Executive of a medium sized pharmaceutical firm in Delhi. He holds a Doctor of

Philosophy 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. Chaturvedi and his senior colleagues noticed that the workers on hourly basis are not working up to their full potential. It is a 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 organisation began to crumble under the weight of uncoordinated effort. The situation demanded immediate managerial attention and prompt remedial measures.

Mr. Chaturvedi 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. Chaturvedi 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 workers in that group recently gave me a clue as to why 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 promotion and benefit plans are tied to length of service. Even the lazy

[ ANU - MBA - RR 10107 ]

SECTION - C (15 Marks)

Case Study (Compulsory)

7. As head of the department of a consumer's research organisation, you have the responsibility for testing and comparing life times of 4 brands of electric bulbs. Suppose you test the life-time of 3 electric bulbs of each of the 4 brands. The data are shown below, each entry representing the life-time of an electric bulb, measured in hundreds of hours.

	Brand			
	A	B	C	D
	20	25	24	23
	19	23	20	20
	21	21	22	20

Can we infer that the mean lifetimes of the 4 brands of electric bulbs are the same ?

[Use ANOVA. Give  $F_{3,8}(0.05) = 4.07$ ]

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MODEL PAPER

M.B.A. Degree Examinations

First Semester

Paper - VII : QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Time : 3 Hours

Max. Marks : 75

SECTION - A (5 x 4 = 20 Marks)

Answer any FIVE questions not exceeding ONE page each.

1. a) Permutations and combinations
- b) Inverse of a matrix
- c) Coefficient of variation
- d) Properties of regression coefficients
- e) Additive and multiplicative laws of probability
- f) Chief properties of Normal distribution
- g) Poisson distribution
- h) Standard error
- i) Steps involved in testing of statistical hypothesis
- j) Test for goodness of fit

SECTION - B (5 x 8 = 40 Marks)

Answer ALL questions not exceeding FOUR pages each.

2. a) Solve the following equations using Cramer's rule  
 $2x + y + 3z = 11$ ;  $x + y + z = 6$ ;  $4x - 2y + z = 9$

OR

- b) For a certain establishment, the revenue function,  $R$  and the total cost function,  $C$  are given by

$$R = 83x - 4x^2 - 21$$

and  $C = x^3 - 12x^2 + 48x + 11$

where  $x =$  output.

Obtain the output for which the profit is maximum.

3. a) The marks scores by recruits in the selection test (X) and in the proficiency test (Y) are given below.

X : 11 15 12 17 13 16 24 14 22

Y : 30 42 45 33 34 40 45 35 38

Compute Karl Pearson's coefficient of correlation.

OR

- b) For 10 observations on price (X) and supply (Y), the following data were obtained. (in appropriate units).

$$\sum x = 130; \quad \sum y = 220; \quad \sum x^2 = 2288; \quad \sum y^2 = 5506;$$

$$\sum xy = 3467.$$

Estimate the supply when the price is 16 units, using the appropriate regression equation.

4. a) A husband and wife appear for an interview for two vacancies in the same post. The probability of husband's selection is  $1/7$  and that of wife's selection is  $1/5$ . What is the probability that (i) both of them will be selected and (ii) only one of them will be selected.

OR

- b) The mean of a Binomial distribution is 4 and its standard deviation is  $\sqrt{3}$ . What are the values of  $n, p, q$ ?

5. a) A sample of 50 provided a sample mean of 14.2 and S.D. of 5. If  $\mu$  is the population mean, test the hypothesis  $H_0 : \mu = 15$  at 5% level of significance.

OR

- b) In a sample of 1000 people in Andhra Pradesh, 540 are rice eaters and the rest are wheat eaters. Can we assume that both rice and wheat are equally popular in this state at 5% level of significance?
6. a) Two types of new cars produced in India are tested for petrol mileage. One group consisting of 36 cars averaged 14 kms per litre, while the other group consisting of 72 cars averaged 12.5 kms per litre. Test whether there exists a significant difference in the petrol consumption of these two types of cars at 5% level of significance.

OR

- b) A sample of 320 units of a manufactured product, classified according to the quality of the product and the production shift is given below :

Shift	Quality	
	Good	Bad
Day	150	20
Night	105	45

Using  $\chi^2$ - test, find whether quality depends on shift at 5% level of significance.

[Given  $\chi^2_{(1)} (.05) = 3.84$ ]