May|June 2019

Roll No. [ ] Total No. of Pages : 02 PTU QP / May

Total No. of Questions : 17

MBA (2018 Batch) (Sem.–1)

FOUNDATIONS OF MANAGEMENT

Subject Code : MBA-101-18

M.Code : 75402

Time : 3 Hrs. Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Write short notes on the following :

1. What is Matrix Organisation?
2. Explain the Line and Staff functions of Management.
3. How coordination is different from cooperation?
4. What do you understand by TQM?
5. Explain the contribution of Mcgreger.
6. What is business process re-engineering?
7. Describe Z-culture.
8. What is decision tree?

SECTION-B

UNIT-I

9. Narrate the contribution of Henry Fayol in management.
10. What is the importance of motivation in management? Explain the Maslow's need Hierarchy theory of Motivation.

26

UNIT-II

11. Explain the Nature and purpose of Strategies and Policies. Explain the Strategic Planning Process.

12. Explain the concept of Rationality in Decision Making. Narrate the Decision Making Process.

UNIT-III

13. How do you differentiate between a Formal and Informal Organization? Explain the organizational levels and the Span of Management.

14. What can be the challenges in effective coordination? What techniques can be adopted to ensure effective coordination?

UNIT-IV

15. Explain the relationship between Planning and Control. Narrate the process of Controlling.

16. What do you mean by strategic and operational control? How do they differ?

SECTION-C

17. Case Study :

Shivneet is selected for the post of software developer in an IT Company. On the first day of his joining Sunil, his project manager tells Shivneet that during the course of his work he will come across many such opportunities which may tempt him to misuse his powers for individual or family's benefit at the cost of larger general interest of the company. In such situations, he should rather exhibit exemplary behaviour as it will raise his stature in the eyes of the company. Also, for interacting with anyone in the company on official matters, he should adopt the formal chain of authority and communication. In context of the above case:

1. Identify and explain the various principles of management that Sunil is advising Shivneet to follow while doing his job.
2. List any two values that Sunil wants to communicate to Shivneet.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

25

May/June 2019

Roll No. [ ] **Total No. of Pages : 02**

Total No. of Questions : 17

MBA (2018 Batch) (Sem.–1)

MANAGERIAL ECONOMICS

Subject Code : MBA-102-18

M.Code : 75403

Time : 3 Hrs. **Max. Marks : 60**

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Answer briefly :

1. What is Managerial Economics?
2. What is Opportunity Cost?
3. What is Average Revenue?
4. What is Budget Multiplier?
5. What is Cross Elasticity?
6. GDP
7. Profit
8. Unemployment

SECTION-B

UNIT -I

9. What do you mean by demand? What are the determinants of demand?
10. Define Indifference Curve. What are the properties of Indifference Curve?

UNIT-II

11. Explain the Law of Variable Proportion.
12. Explain the relationship between Cost and Production Function.

UNIT-III

13. Explain Price Leadership model of Oligopoly.
14. Explain different pricing practices in India.

UNIT-IV

15. What are various motives for holding money?
16. Explain different methods of measuring National Income.

SECTION-C

17. **Case Study :**

Jindal Pvt. Ltd. was established in 1995. The company started manufacturing of Water Geyser with a brand name of 'Ganga'. During initial 10 years, the company made good profits. But, its profits gradually declined due to competition from national brands. The promoters of the company had a committed team of workers who were constantly working on Research and Development. Finally, they came out in the year 2006, with an innovative product, named Maha Ganga which runs even at very low voltage and consumes less electricity. Thus, the company is monopoly manufacturer of 'Maha Ganga'. The company is currently supplying its products in geographically separated markets of Punjab and Haryana. The company is currently charging the same price in Himachal Pradesh and Uttarakhand. The Chief Economist of the company has informed the top management that price elasticity of demand at currently-charged price is 3 in Himachal Pradesh and 5 in Uttarakhand. The top management is planning to charge two different prices in Punjab and Haryana in order to make more profits.

Questions :

(1) Will it be possible for the company to charge two different prices in Himachal Pradesh and Uttarakhand ? If yes, under what conditions? Explain.

(2) Will it be profitable for the company to charge two different prices in Himachal Pradesh and Uttarakhand ? - Explain.

(3) Given the volume of total production, supply will be transferred from Himachal to Uttarakhand or from Uttarakhand to Himachal. Why? (Assume that transport cost for supplying the product m both the states is the same for the company.)

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

SECTION-C

17. **Read the case study about communication and briefly answer the questions at the end.**

Ramakrishnan works as the Concierge at the Sheraton Hotel. Each day he greets guests, answers their queries, and arranges tours, transport and other activities for the guests while they are staying at the hotel.

Today Ramakrishnan has come to work with a splitting headache. He knows that he should have stayed at home but he has used up all of his sick leave days. He was hoping that today would be a quiet day because he was not in the mood to deal with too many queries. As he was resting his head on the front desk while sitting down, Lalita, a guest at the hotel came to his desk. She had heard all about the famous Flower Show and wanted to know how to get there. After breakfast she went up to the Concierge's desk and asked Ramakrishnan for his assistance. Ramakrishnan was not very attentive to Lalita's request for assistance. His head was pounding away and he wished she would go away. His face showed his annoyance as he gave her a brochure on Flower show and a map of the city, without uttering a single word. When Lalita asked him what tram to catch, he pointed to a Metro timetable.

Lisa was very annoyed by Ramakrishnan's lack of assistance and told him so, as she moved behind the desk to confront him. During Lalita's outburst Ramakrishnan picked up ringing telephone and turned his back on her, blocking her entry by placing his chair in front of her. Lalita couldn't believe Ramakrishnan's attitude and told him that she would take this matter up further with management.

Answer the following questions:

a. Identify Ramakrishnan's non-verbal communication (tone of voice, gestures,posture, eye contact, appearance, and use of personal space). 5

b. What parts of the Case Study give examples of poor communication? How? 4

c. Suggest ways in which this situation be rectified? 3

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

Roll No.

Total No. of Questions : 17

Total No. of Pages : 02

MBA/MBA(IB) (2018 & Onwards) (Sem.–1)

MANAGERIAL ECONOMICS

Subject Code : MBA-102-18

M.Code : 75403

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Answer briefly :

1. What is cross elasticity?
2. What is managerial economics?
3. What is an Isoquant?
4. What is real interest rate?
5. What is aggregate demand?
6. What is investment multiplier?
7. What is Inflation?
8. What is recession?

SECTION-B

UNIT-I

9. Explain the relationship of managerial economics with other disciplines.
10. What are the important determinants of demand?

UNIT-II

11. Explain in detail returns to scale.
12. Explain the relationship between cost and production function.

UNIT-III

13. Explain price leadership model of oligopoly.
14. What are the assumptions of perfect competition?

UNIT-IV

15. Briefly explain the different methods of measurement of national income.
16. Explain saving and investment function.

SECTION-C

17. **Case study :**

Founded in 2009 by Travis Kalanick, Uber provides transportation service in U.S., European, and Asian cities. In the year 2014, its gross revenues were $2.957 billion, net revenue after commissions and incentives, $495 million, cost of revenue, $400 million, operating expenses, $661 million, for EBIT of $565 million. The original Uber model of operations was for the driver to use her/his own vehicle and offer services as and when they liked. The Uber webpage to drivers emphasizes, "Drive your own car using the Uber Partner app to find riders in your area. Set your own schedule. Get paid weekly." More recently, Uber has arranged for drivers to rent cars so as to provide Uber services. Uber clients book and pay for rides through the smartphone. After each ride, the Uber client rates the driver on a scale from 1 to 5. If a driver's rating falls below a particular level, Uber discontinues her/him from offering the service. Uber also allows drivers to rate clients. In January 2015, Uber extended fare cuts from the largest U.S. markets to 48 more cities. Uber asserted that the lower fares would benefit clients and drivers: "with the increased demand, drivers' income goes up as well. More demand turns into significantly more efficiency for the driver, more trips for every hour, and more earnings for every hour on the road". By contrast with Uber, whose drivers provide service with private cars, the Chinese services, Didi Dache (backed by Tencent) and Kuai Di Dache (backed by Alibaba) are smartphone-based applications to book taxis. In 2015, faced with competition from Uber (backed by search engine Baidu), Didi Dache and Kuai Di Dache merged. Following the merger, they continue to operate as separate services.

Question :

(a) What economic inefficiencies does the original Uber operating model exploit? How does your answer change for drivers who rent cars to provide Uber services? Compare the economic inefficiencies addressed by Uber vis-á-vis Didi Dache.

(b) What economic concept relates a cut in prices to an increase in demand? Explain how to use this concept to calculate the change in revenue from a 1% cut in prices. In Chicago, the reduction of fares by 23% led to 12% increase in revenue. What do these data imply about the concept in (b)?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

Roll No. [ ]

Total No. of Questions : 17

Total No. of Pages : 04

MBA/MBA(IB) (2018 & Onwards) (Sem.–1)

QUANTITATIVE TECHNIQUES

Subject Code : MBA-103-18

M.Code : 75404

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY carrying TWELVE marks.

SECTION-A

Answer briefly :

1) What are the functions of statistics?

2) Define standard deviation.

3) What is rank correlation?

4) What is regression coefficient?

5) Define Poission distribution.

6) What is duality?

7) Define transportation problem.

8) Define critical path.

SECTION-B

UNIT-I

9) An incomplete distribution is given below :

Variable	0-10	10-20	20-30	30-40	40-50	50-60	60-70
Frequency	10	20	?	40	?	25	15

i) You are given that the median value is 35. Find out missing frequency (given that total frequency = 170).

ii) Calculate the arithmetic mean of the completed table.

10) From the prices of shares of A and B below find out which is more stable in value :

A	34	53	51	52	56	58	52	50	51	49
B	108	107	105	105	106	107	104	103	104	101

UNIT-II

11) The ranking of 10 students in two subjects A and B are as follow :

A	5	6	3	2	10	4	9	7	8	1
B	3	8	4	9	1	6	10	7	5	2

Calculate rank correlation coefficient.

12) Write short note on theory of probability.

UNIT-III

13) Twelve dices were thrown 4,096 times. Each 4, 5 or 6 spot appearing was considered to be a success while a 1, 2 or 3 spot was a failure. Calculate the theoretical frequencies for 0, 1, 2, …, 12 successes.

14) Solve the following game after reducing it to a 2×2 matrix.

Player A	Player B		
	B1	B2	B3
A1	1	7	2
A2	6	2	7
A3	5	1	6

UNIT-IV

15) Solve the following transportation problem using Vogel's Approximation Method :

Warehouse		Market				Supply
		P	Q	R	S	
	A	6	3	5	4	22
	B	5	9	2	7	15
	C	5	7	8	6	8
Demand		7	12	17	9	

16) A travelling salesman has to visit five cities. He wishes to start from a particular city, visit each city once and then return to his starting point. The travelling cost (in '000 Rs.) of each city from a particular city is given below :

		To City				
From City		A	B	C	D	E
	A	∞	2	5	7	1
	B	6	∞	3	8	2
	C	8	7	∞	4	7
	D	12	4	6	∞	5
	E	1	3	2	8	∞

SECTION-C

17) Solve the following case study :

Milwaukee Paper Manufacturing had long delayed the expense of installing advanced computerized air pollution control equipment in its facility. But when the board of directors adopted a new proactive policy on sustainability, it did not just authorized the budget for the state of art equipment. It directed the plant manager, Julie Ann Williams, to complete the installation in time for the major announcement of the policy, on the Earth Day, exactly 16 weeks away ! Under strict deadline from her bosses, William needs to be sure that installation of the filtering system progresses smoothly on time. Given the following information, develop a table showing activity precedence relationships and find length of critical path.

Activity	Description	Immediate Predecessor	Duration (Days)
A	Build internal component	--	3
B	Modify roof and floor	--	5
C	Construct collection stack	A	3
D	Pour concrete and install frame	A, B	4
E	Build high-temperature Burner	C	6
F	Install pollution control system	C	4
G	Install air pollution device	D, E	6
H	Inspect and test	F, G	7

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

Roll No. Total No. of Pages : 02

Total No. of Questions : 17

MBA/MBA(IB) (2018 & Onwards) (Sem.–1)

ACCOUNTING FOR MANAGEMENT AND REPORTING

Subject Code : MBA-104-18

M.Code : 75405

Time : 3 Hrs. Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and carries TWELVE marks.

SECTION-A

Write short notes on the following :

1. Fixed Budget
2. Marginal Costing
3. Investment Activity
4. Target Costing
5. Accrual Concept
6. Current Ratio
7. Liquid Asset
8. Direct Material

SECTION-B

UNIT-I

9. What are basic accounting concepts and conventions? Explain these concepts and conventions in detail.

10. "*While Financial Accounting is external. Cost Accounting is internal to the business*". Give various objectives of Cost Accounting.

UNIT-II

11. Assuming that the cost structure and selling prices remain the same in period I and II, find out :

a) Profit Volume Ratio b) Fixed Cost c) Break Even Point for Sales

Period	Sales (Rs.)	Profits (Rs.)
I	2,00,000	9,000
II	2,20,000	13,000

12. Explain the concept and important features of zero base budgeting. How it is different from conventional budgeting?

UNIT-III

13. What are important Profitability Ratios? How are they worked out? Explain and illustrate.

14. How does the Cash Flow Statement differ from a Fund Flow Statement? What are their uses?

UNIT-IV

15. Explain the following terms in relation to Activity Based Costing :

a) Cost object b) Cost driver c) Cost pool

16. What is Life Cycle Costing? Explain the Stages in product life cycle.

SECTION-C

17. Case Study :

Scooter Corp. has forecast sales as follows: July, 30,000 units; August, 35,000 units; and September, 40,000 units. Finished goods inventory as of July 1 is forecast to be 10,000 units. Finished goods inventory of 20% of the following month's sales needs is desired. Each finished unit requires 5 pounds of raw material. The raw materials inventory level on July 1 was 202,500 pounds and the expected raw materials inventory level on July 31 will be 270,000 pounds.

***Question* :**

How many pounds of raw material should be purchased in July?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

Roll No. | | | | | | | | | | | | Total No. of Pages : 03

Total No. of Questions : 17

MBA/MBA(IB) (2018 & Onwards) (Sem.–1)

BUSINESS ENVIRONMENT AND INDIAN ECONOMY

Subject Code : MBA-105-18

M.Code : 75406

Time : 3 Hrs. Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Answer briefly :

1. Micro environment
2. Capitalism structure of market
3. Disinvestment
4. Environment Protection Act 1986
5. Anti- Dumping measures
6. Issues related to Urbanisation
7. Structural unemployment
8. Social infrastructure in India

SECTION- B

UNIT-I

9. Discuss in detail the importance of analysing the environment for business along with the components to be analysed.

10. What are the objectives of Monetary and Fiscal Policy?

UNIT-II

11. Discuss in detail the redressal mechanism under Consumer Protection Act 1986.

12. What are the implications of privatisation on the Indian economy since adoption of new economic policy of 1991?

UNIT-III

13. What is the role of WTO in promoting international trade?

14. Discuss the various poverty alleviation programmes launched in India and critically evaluate their performance.

UNIT-IV

15. "*Informalisation has increased in India*". Give the reasons to justify the statement.

16. What are the various rural financing measures available to Indian farmers? Also discuss the implications of borrowing from the unorganised sector.

SECTION-C

17. Case Study :

The public sector Indian Oil Corporation (IOC), the major oil refining and marketing company which was also the canalising agency for oil imports and the only Indian company in the Fortune 500, in terms of sales, planned to make a foray in to the foreign market by acquiring a substantial stake in the Bafal Oil field in Iran of the Premier Oil. The project was estimated to have recoverable oil reserves of about 11 million tonnes and IOC was supposed to get nearly four million tonnes.

When IOC started talking to the Iranian company for the acquisition in October ,1998, oil prices were at rock bottom ($ 11 per barrel) and most refining companies were closing shop due to falling margins. Indeed, a number of good oil properties in the Middle East were up for sale. Using this opportunity, several developing countries "made a killing by acquiring oil equities abroad."

IOC needed.Government's permission to invest abroad. Application by Indian company for investing abroad is to be scrutinised by a special committee represented by the Reserve Bank of India and the finance and commerce ministries. By the time the government gave the clearance for the acquisition in December 1999 (i.e., more than a year after the application; was made), the prices had bounced back to $24 per barrel. And the Elf of France had virtually took away the deal from under IOC's nose by acquiring the Premier Oil.

The RBI, which gave IOC the approval for $15million investment, took more than a year for clearing the deal because the structure for such investments were not in place, it wasf reported.

Questions :

a) Discuss internal, domestic and global environments of business revealed by this case.

b) Discuss whether it is the domestic or global environment that hinders the globalisation of Indian business.

c) Even if Elf had not acquired Premier Oil, what would have been the impact of the delay in the clearance on IOC?

d) What would have been the significance of the foreign acquisition to IOC?

e) What are the lessons of this case?

17

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

May/June 2019

Roll No. [ ] Total No. of Pages : 04

Total No. of Questions : 17

MBA (2018 Batch) (Sem.–1)

QUANTITATIVE TECHNIQUES

Subject Code : MBA-103-18

M.Code : 75404

Time : 3 Hrs. Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY carrying TWELVE marks.

SECTION-A

1. Define Statistics.
2. Define Mean.
3. Define Pearson's Correlation Coefficient.
4. What is probability?
5. What is Binomial Distribution?
6. Define Game Theory.
7. Define PERT.
8. What is Linear Programming?

16

SECTION-B

UNIT-I

9. From the following data find the value of median :

Income (Rs.)	5,000	5,500	6,800	8,000	8,500	7,800
No. of persons	24	26	16	20	6	30

10. From the prices of shares of X and Y below, find out which is more stable in value :

X	35	54	52	53	56	58	52	50	51	49
Y	108	107	105	105	106	107	104	103	104	101

UNIT-II

11. Calculate Karl Pearson's coefficient of correlation from the following data and interpret its value :

Roll No.	1	2	3	4	5
Marks in Science	48	36	18	23	47
Marks in Mathematics	43	20	40	25	45

12. Discuss various approaches to calculate probability.

UNIT-III

13 Explain Normal Distribution and its applications.

14. Use Simplex Method to solve the following L.P.P.:

Max. $Z = 5x_1 + 8x_2$ Subject to the constraints:

$2x_1 + x_2 \le 48$. $2x_1 + 5x_2 \le 100$. $2x_1 + 3x_2 \le 80$; $x_1 \ge 0$ and $x_2 \ge 0$

UNIT-IV

15. Find the basic feasible solution by at least three different methods for the following transportation problem :

From / To	A	B	C	D	Availability
F_1	10	7	3	6	3
F_2	1	6	7	3	5
F_3	7	4	5	6	7
Demand	3	2	6	4	

16. Four jobs 1,2,3 and 4 are to be processed on each of the five machines A, B, C, D and E in the ABCDE order. Find the total elapsed time if no passing jobs is permitted.

		Machines				
		A	B	C	D	E
Jobs	1	7	5	2	3	9
	2	6	6	4	5	10
	3	5	4	5	6	8
	4	8	3	3	2	6

May/June 2019

SECTION-C

17. Solve the case study attached :

The equivalent of a new kindergarten class is born every day at Orlando's Arnold Palmer Hospital. With more than 13,000 births in the mid-2000s in a hospital that was designed 15 years earlier for a capacity of 6,500 births a year, the newborn intensive care unit was stretched to the limit. Moreover, with continuing strong population growth in central Florida, the hospital was often full. It was clear that new facilities were needed. After much analysis, forecasting and discussion, the management team decided to build a new 273- bed building across the street from the existing hospital. But the facility had to be built in accordance with the hospital's Guiding Principles and its uniqueness as a health center dedicated to the specialized needs of women and infants. Those Guiding Principles are: Family-centered focus, a healing environment, where privacy and dignity are respected, sanctuary of caring that includes warm, serene surroundings with natural lighting, sincere and dedicated staff providing the highest quality care and patient-centered flaw and function.

The vice president of business development. Karl Hodges, wanted a hospital that was designed from the inside out by the people who understood the Guiding Principles who knew most about the current system and who were going to use the new system, namely, the doctors and nurses. Hodges and his staff spent 13 months discussing expansion needs with this group, as well as with patients and the community, before developing a proposal for the new facility. An administrative team created 35 user groups, which held over 1,000 planning meetings (lasting from 45minutes to a whole day). They even created a "Supreme Courts" to deal with conflicting views on the multifaceted issues facing the new hospital.

Funding are regulatory issues added substantial complexity to this major expansion and Hodges was very concerned that the project stay on time and within budget. Tom Hyatt, director of facility development, was given the task of onsite manager of the $100 million project, in addition to overseeing ongoing renovations, expansions, and other projects. The activities in the multi-year project for the new building at Arnold Palmer are shown in Table 3.7.

Discussion Questions

1. Develop the network for planning and construction of the new hospital at Arnold Palmer.
2. What is the critical path and how long is the project expected to take?
3. Why is the contraction of this 11-story building any more complex than construction of an equivalent office building?
4. What percent of the whole project duration was spent in planning that occurred prior to the proposal and reviews? "Prior to the actual building construction". Why?

Table 3.7 Expansion Planning and Arnold Palmer Hospital Construction Activities and Times*

	Activity	Scheduled Time	Precedence Activity
1.	Proposal and review	1 month	–
2.	Establish master schedule	2 weeks	1
3.	Architect Selection Process	5 weeks	1
4.	Survey whole campus and its needs	1 month	1
5.	Conceptual architect's plans	6 weeks	3
6.	Cost estimating	2 months	2,4,5
7.	Deliver plans to board for consideration/decision	1 month	6
8.	Surveys/regulatory review	6 weeks	6
9.	Construction manager selection	9 weeks	6
10.	State review of need for more hospital beds ("Certificate of Need")	3.5 months	7,8
11.	Design drawings	4 months	10
12.	Construction documents	5 months	9,11
13.	Site preparations/demolish existing building	9 weeks	11
14.	Construction start/building pad	2 months	12,13
15.	Relocate utilities	6 weeks	12
16.	Deep foundations	2 months	14
17.	Building structure in place	9 months	16
18.	Exterior skin/roofing	4 months	17
19.	Interior buildout	12 months	17
20.	Building inspections	5 weeks	15,19
21.	Occupancy	1 month	20

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

May/June 2019

Roll No.

Total No. of Questions : 17

Total No. of Pages : 03

MBA (2018 Batch) (Sem.–1)

ACCOUNTING FOR MANAGEMENT AND REPORTING

Subject Code : MBA-104-18

M.Code : 75405

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and carries TWELVE marks.

SECTION-A

Write short notes on the following :

1) PE Ratio

2) Assumptions of Break-even analysis

3) IFRS

4) Goals of transfer pricing

5) Matching concept

6) Cost Driver

7) Interest coverage ratio

8) Zero Base Review

SECTION-B

UNIT-I

9) Why Accounting is called language of business? Explain briefly these various accounting principles and their relevance in accounting system.

10) Explain with examples the accounting process which leads to the preparation of financial statements.

UNIT-II

11) a) How is breakeven chart prepared? What kind of information can be deduced from Breakeven Chart?

b) Distinguish between Marginal Costing and Absorption Costing.

12) How a forecast is different from budget? What is the process of formulation of a Master budget?

UNIT-III

13) What do you understand by Financial Statement analysis? Explain briefly the various types of ratios and their interpretation while evaluating the liquidity position of the company.

14) Following information has been presented by PND Ltd :

Capital Turnover Ratio: 2, Fixed Asset Turnover Raio: 3, Gross Profit Ratio: 25%, Stock Velocity: 6, Debtors Velocity: 4 Months, Creditors Velocity: 2 Months, Gross Profit: Rs 1,20,000, Reserves and Surpluses: Rs 40,000, Closing Stock is Rs 12,000 less than opening Stock and Closing Debtors are Rs 20,000 higher than opening debtors.

Prepare a statement of Proprietors fund from the above information. Make necessary assumptions required for this purpose.

UNIT-IV

15) What are the objectives of financial reporting? Explain the process of formulation of accounting standards.

16) Explain the concept and rationale of Activity Based Costing. What are the limitations of Activity Based Costing?

SECTION-C

17) The following particulars are taken from the records of XYZ limited engaged in the manufacturing of two products X and Y from a certain material :

	Product X (Per Unit)	Product Y(Per Unit)
Sales	Rs 2,500	Rs 5,000
Material Cost (Rs 50 per kg)	500	1,250
Direct Labour (Rs 30 per hour)	750	1,500
Variable Overhead	250	500

Comment on profitability of each product when :

(a) When sales in Value is limited

(b) Raw material is in short supply

(c) Production capacity is the limiting factor

(d) Find the product mix to yield maximum profits if total availability of raw material is 20,000 kg and maximum sales potential of each product is 1,000 units.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

May/June 2019

Roll No. Total No. of Pages : 03

Total No. of Questions : 17

MBA (2018 Batch) (Sem.–1)

BUSINESS ENVIRONMENT AND INDIAN ECONOMY

Subject Code : MBA-105-18

M.Code : 75406

Time : 3 Hrs. Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Answer the following :

Q1. What is Liberalisation?

Q2. What is Privatisation?

Q3. What is Monetary Policy?

Q4. What is Annual Budget?

Q5. What is MNC?

Q6. What do you understand by the term 'Disinvestment'?

Q7. What is WTO?

Q8. What is EOU?

SECTION-B

UNIT-I

Q9. Explain the purpose of Fiscal Policy in detail.

Q10. Discuss the Key Aspects of the Economic Planning in India After Independence.

UNIT-II

Q11. Discuss the uses and abuses of Right of Information Act, 2005 in detail.

Q12. Discuss the major features of Green Management in detail.

UNIT-III

Q13. What are the problems in technology transfer? Discuss.

Q14. Discuss the nature and scope of trading blocks in detail.

UNIT-IV

Q15. Discuss the reasons for Unemployment in India.

Q16. Explain the different methods of primary sector financing.

SECTION-C

Q17. Read the following case study and answer the below mentioned questions :

In our opinion, it does not make much difference if the resources raised from disinvestment of public enterprises are used as receipts to be spent on education, health and employment generation schemes or used for retiring a part of the past public debt. In the case of disinvestment receipts being used for making worthwhile expenditure will result in a lower borrowing by the Government, that is, less increment in public debt. Disinvestment, especially privatisation of public sector enterprises, will ensure that the working of these enterprises will be governed by professional managers guided by market mechanism instead of being administered by bureaucrats. Functioning of these enterprises in the competitive environment of free markets will lead to higher efficiency and productivity. Privatisation will also lead to the closing down of unviable and sick public sector enterprises. A private company which buys such sick public sector units will benefit only from the real estate and assets of the sick public sector units. Privatisation of public enterprises through public sector disinvestment is also beneficial because this will enable these enterprises to attract private foreign investment in setting up joint ventures. It may be noted that capital inflow through private direct foreign investment is better than that procured through foreign aid or commercial borrowing from abroad. In support of privatisation of public enterprises it is also argued that it will end state monopolies in certain industries. State monopoly is said to be as bad and undesirable as private monopolies. The privatisation of some monopolistic public enterprises would infuse competition which will lead to increase in efficiency and productivity. As a result of privatisation underutilized capacity will be fully utilised. Disinvestment, especially privatisation of public sector enterprises, will ensure that the working of these enterprises will be governed by professional managers guided by market mechanism instead of being administered by bureaucrats.

Questions :

Q1. Summarize the case in your own words.

Q2. Discuss the advantages of Disinvestment.

Q3. Give your views against the Disinvestment.

Q4. As per the case, how Privatization is beneficial?

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

May/June 2019

Roll No.

Total No. of Pages : 02

Total No. of Questions : 17

MBA (2018 Batch) (Sem.–1)

BUSINESS ETHICS AND CSR

Subject Code : MBA-106-18

M.Code : 75407

Time : 3 Hrs. Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Write briefly :

1) Ethics
2) Normative ethics
3) Ethical dilemma
4) Code of ethics
5) Triple bottom line
6) Corporate social responsibility
7) Internal stakeholders
8) Myths

SECTION-B

UNIT-I

9) What do you mean by Business ethics? What are the roles and responsibilities of various stakeholders in it?

10) *"Business is related to making profit, where as ethics deal with right or wrong. Therefore Business and ethics are not related to each other"*. Discuss.

UNIT-II

11) What are the types of ethical dilemmas?
12) What causes an ethical dilemma in business?

UNIT-III

13) What is the relationship between CSR and Corporate Governance?
14) What is the need for CSR?

UNIT-IV

15) Describe different strategies of Corporate Social Responsibility.
16) Discuss the role and responsibilities of society in Corporate Social Responsibility.

SECTION-C

17) **Case Study :**

Mr. Vir Sinha, M.D. Natural Beverages Ltd., was looking at the "AD Punch line" created by his product manager Jatin Shah. He was taken a back by the claim that their new product "NATU-RAS" energy drink is *"The best fitness plan for your health -real fruit and no sugar"*.

Jatin Shah, the product manager, was little uneasy when asked by his M.D. as to how we can claim "Best health plan drink" when they know that they are preservatives and permissive food colours. Jatin defended by saying that all shampoo and hair oil advertisements also make similar hyper claims as a mode of communicating superiority of their respective brands.

a) Discuss, how in this case the question of ethics in advertising has been linked to persuasive product communication for "NATU-RAS".

b) What ethical advice you will give to Mr. Vir Sinha to develop a persuasive advertisement, without compromising on the ethical aspects of advertising.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

May/June 2019

Roll No. [ ] Total No. of Pages : 03

Total No. of Questions : 17

MBA (2018 Batch) (Sem.–1)

BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS

Subject Code : MBA-107-18

M.Code : 75408

Time : 3 Hrs. Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Answer the following : (2×8=16)

1. Define effective communication.
2. What are semantic barriers?
3. Give two features of cross cultural communication.
4. What are the characteristics of grapevine?
5. What the significance of electronic communication?
6. What are the different types of Business Reports?
7. *"Listening is a significant part of any communication process"*. Comment.
8. What is informal communication?

SECTION-B

UNIT-I

9. a) Highlight importance of effective communication in organisations. 4

   b) Explain the role of beliefs, customs and attitude in communication. 4

10. What are the 7 C's of effective communication? Describe the physical and linguistic barriers to communication. 8

UNIT-II

11. Describe ways for developing effective writing skills. Discuss the importance of analysing the situation and the audience before a written business communication. 8

12. Enumerate the structure of a good project proposal with its headings, contents, objective, coherence and presentation. While drafting a proposal, what technicalities should be kept in mind? 8

UNIT-III

13. Discuss the essential features of an online presentation to a larger audience. How can the presentation be enhanced using visual aids? 8

14. How does group discussion contribute to successful business communication? Explain Do's and Don'ts of Process of Group Discussion. 8

UNIT-IV

15. What is the importance of a good resume? Discuss the important elements and layout of a good resume. 8

16. a) Outline the steps for the preparation for a job interview as Area Sales Manager in a multinational manufacturing organisation. 4

    b) Highlight the importance of simulation games as a tool of experiential learning. 4

SECTION-C

17. **Read the case study about communication and briefly answer the questions at the end.**

Ramakrishnan works as the Concierge at the Sheraton Hotel. Each day he greets guests, answers their queries, and arranges tours, transport and other activities for the guests while they are staying at the hotel.

Today Ramakrishnan has come to work with a splitting headache. He knows that he should have stayed at home but he has used up all of his sick leave days. He was hoping that today would be a quiet day because he was not in the mood to deal with too many queries. As he was resting his head on the front desk while sitting down, Lalita, a guest at the hotel came to his desk. She had heard all about the famous Flower Show and wanted to know how to get there. After breakfast she went up to the Concierge's desk and asked Ramakrishnan for his assistance. Ramakrishnan was not very attentive to Lalita's request for assistance. His head was pounding away and he wished she would go away. His face showed his annoyance as he gave her a brochure on Flower show and a map of the city, without uttering a single word. When Lalita asked him what tram to catch, he pointed to a Metro timetable.

Lisa was very annoyed by Ramakrishnan's lack of assistance and told him so, as she moved behind the desk to confront him. During Lalita's outburst Ramakrishnan picked up ringing telephone and turned his back on her, blocking her entry by placing his chair in front of her. Lalita couldn't believe Ramakrishnan's attitude and told him that she would take this matter up further with management.

Answer the following questions:

a. Identify Ramakrishnan's non-verbal communication (tone of voice, gestures,posture, eye contact, appearance, and use of personal space). 5

b. What parts of the Case Study give examples of poor communication? How? 4

c. Suggest ways in which this situation be rectified? 3

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.