

Total No. of Questions : 5]

SEAT No. :

PC-3252

[Total No. of Pages : 5

[6380]-5001

M.B.A.

**101-GC-01 : MANAGERIAL ACCOUNTING
(2024 Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Each question has an internal options.*
- 4) *Use of simple calculator is allowed.*

Q1) Solve any five out of eight questions :

[5 × 2 = 10]

- a) i) Cost which have already been incurred and cannot be altered by any decision in the future is called as _____.
- ii) Interest on Drawing is treated as:
 - A) Expenditure for the business
 - B) Cost for the business
 - C) Gain for the business
 - D) None of the above
- b) i) Which item shows a credit balance in the Trial Balance?
 - A) Purchase Return
 - B) Sales Return
 - C) Prepaid Expenses
 - D) Carriage outward
- ii) What do you mean by standard costing.

P.T.O.

- c) i) Which one is the correct according to the Fundamental Accounting Equation?
- A) $\text{Assets} = \text{Capital} - \text{Outsiders Liabilities}$
- B) $\text{Capital} = \text{Assets} + \text{Outsiders Liabilities}$
- C) $\text{Outsiders Liabilities} = \text{Capital} - \text{Assets}$
- D) $\text{Outsiders Liabilities} = \text{Assets} - \text{Capital}$
- ii) Amount which is irrecoverable from debtors is treated as ____ .
- d) Write the classification of cost by behaviour.
- e) What do you mean by contribution?
- f) Write any two limitations of Mahajani Accounting system.
- g) What do you mean by Debit (Dr.) and Credit (Cr.)
- h) Write any two standards used to determine the standard cost per unit.

Q2) Solve any two out of the three :

[2 × 5 = 10]

- a) Differential between Indian Accounting system and Modern Accounting system.
- b) Explain Importance and Advantages of Cost Accounting.
- c) Explain the Accounting conventions using suitable examples.

Q3) Solve any one out of two :

[1 × 10 = 10]

- a) Solve the following

Material	Standard		Actual	
	Qty	Rate	Qty	Rate
A	10	10	12	11
B	9	8	10	7

- Calculate - i) Material cost variance
- ii) Material price variance
- iii) Material usage variance

- b) From the following information compute
- Material cost variance
 - Material price variance
 - Material usage variance

Material	Standard	Actual
P	500 units @ ₹ 40 p.u	600 units @ 40 p.u.
Q	400 unit @ ₹ 60 p.u	400 units @ 65. p.u.

Q4) Solve any one out of two :

[1 × 10 = 10]

- a) The RXZ co. provided the following information.

Selling price	₹80 per unit
Total units sold	60,000
Direct Material cost	₹ 30 per unit
Direct Labour cost	₹ 15 per unit
Overheads (30% are variable)	₹10 per unit

You are required to analyse the following.

- Contribution
 - P/V Ratio
 - Break - Even - point in units
 - Break - Even - point in sales
 - Margin of safety
- b) ABC Co. Furnished the Following information to arrange overdraft facility with bankers during the period April to June 2023 when it will be manufacturing most of the products. Prepare cash budget for the above period indicating the extent of the bank facilities the company will require at the end of each month:

Months	Sales ₹	Purchases ₹	Wages ₹
February	1,80,000	1,24,800	14,000
March	1,92,000	1,44,000	12,000
April	1,08,000	2,43,000	10,000
May	1,74,000	2,46,000	8,000
June	1,26,000	2,68,000	16,000

Additional information:

- 50% of the Credit sales are realised in the month of following the sales and the remaining 50% in the second month following (80% sales is on credit basis)
- Creditors are paid in the month following the purchases.
- Cash at bank on 1-4-2023 (estimated) ₹ 25,000
- Wages are paid fortnightly on every 1st and 16th of the every month
- Give your suggestion for the company whether to borrow overdraft from bank

Q5) Solve any one out of two :

[10]

- a) Given below is the Trial Balance of M/s. K.N. Fulari as on 31st March 2024. Prepare Trading, Profit and Loss A/C for the year ended 31st March 2024 and Balance sheet as on the date.

Trial Balance as on 31st March 2024

Particulars	Dr.(Amt.₹)	Cr.(amt.₹)
Stock on (1-4-2023)	30,000	
Purchase and sales	75,000	1,25,000
Drawings	2,000	
Returns	2,400	1,000
Sundry Expenses	600	
Wages	3,500	
Salaries	5,600	
Traveling expenses	1,600	
Advertisement	600	
Rent and Taxes	2,800	
Insurance	2,000	
Bad debts	600	
Discount	1,300	
Building	50,000	
Machinery	15,000	
Furniture	10,000	
Cash	3,000	
Capital		83,000
R.D.D.		600
Bank overdraft		6,400
Debtors and creditors	40,000	30,000
	2,46,000	2,46,000

Additional Information:

- i) Closing stock is valued at ₹45,000
 - ii) Insurance is paid upto the month end 30th June 2024.
 - iii) Write off ₹1000 for Bad debts and provide R.D.D. at 5% on debtors. Create Reserve for discount on debtors at 2% and discount on creditors at 3%.
 - iv) Depreciate Building by 5%, machinery by 10% and Furniture by 15% P.a.
 - v) Travelling expenses include ₹400 for private travelling of the proprietor.
- b) From the following information related to cost sheet for the year ending April 2024 using cost sheet identify, i) Raw Material consumed, ii) Prime cost, iii) Factory cost, iv) Cost of production, v) Cost of Goods sold, vi) cost of sales and vii) Profit.

Particulars	Amt.(₹)
Opening stock of Raw Materials	12,000
Opening stock of Finished Goods	40,000
Closing stock of Raw Materials	20,000
Closing stock of Finished Goods	50,000
Purchase of Materials	1,20,000
Direct labour	30,000
Cost of moulds	3,000
Salary of Factory managers	1,000
Machine Depreciation	800
Salary - office	9,000
Salary- selling and Distribution	6,000
Insurance - office premises	1,000
Insurance-Godown	800
Directors Fees	2,000
Telephone Charges	700
Showroom expenses	1,200
Expenses of delivery vans	1,500
Interest on debentures	700
Market Research Expenses	600
Sales	2,00,000



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SEAT No. :

PC-3253

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[6380]-5002

M.B.A.

102: GC-02: ORGANIZATIONAL BEHAVIOUR
(2024 Pattern) (Semester - I)

Time : 2 ½Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions carry equal marks.*
- 2) *Each question has an internal option.*
- 3) *Each question carries 10 marks.*

Q1) Solve any five questions :

[5 × 2 = 10]

- a) Mention the nature of OB.
- b) What is the concept of Group Behaviour?
- c) Define Attitudes.
- d) What is meant by Halo Effect?
- e) What is Organizational Culture?
- f) What is work-life balance?
- g) Write any two names of Leadership styles?
- h) What is meant by Conflict?

Q2) Solve any two out of the three questions :

[2 × 5 = 10]

- a) Discuss the various models of OB?
- b) Describe the Equity Theory of Work Motivation?
- c) Explain the five stage Model of Group Development?

P.T.O.

Q3) Answer any One of the following :

[2 × 5 = 10]

- a) What are the reasons for resistance to change? What can the management do to overcome such resistance?
- b) Define Team? Explain the importance of Team Work in an Organization?

Q4) Answer any One of the following :

[1 × 10 = 10]

- a) Describe the types of Motivational Patterns used to motivate employees in Indian Organizations.
- b) What is Organizational Change? State its nature & importance in recent era with examples.

Q5) Answer any One of the following :

[1 × 10 = 10]

- a) A minimum level of conflict is good for an organization- Illustrate.
- b) "A leader is developed and not born." Do you agree with this? Explain with reasons.



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SEAT No. :

PC-3254

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[6380]-5003

M.B.A.

**103-GC-03: Economic Analysis For Business Decisions
(2024 Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instruction to the candidates:

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicate full marks.*
- 3) *Draw graphs wherever necessary.*

Q1) Attempt any 5 questions. (carry 2 marks each) : [10]

- a) Give the two examples of when is demand curve “Positive Slope”.
- b) What is meant by Price Discrimination?
- c) Define Giffen Goods.
- d) Explain Social Cost.
- e) Define Multiplier.
- f) Explain Negative Cross Elasticity with an example.
- g) Explain the statement of law of diminishing marginal utility.
- h) Income Elasticity of Demand for Inferior Good is
 - i) Less than one
 - ii) Less than zero
 - iii) Equal to one
 - iv) Greater than one

P.T.O.

Q2) Attempt any 2 questions. (carry 5 marks each) :

[10]

- a) Differentiate between Micro and Macro Economics.
- b) Explain the Objectives of Pricing Policies.
- c) What will happen if the price prevailing in the market is
 - i) above the equilibrium price?
 - ii) below the equilibrium price?

Q3) a) What is Business Cycle? Explain Different Phases of Business Cycle.[10]

OR

- b) Explain the different types of market structure.

Q4) a) What is Demand Forecasting? List the Various demand forecasting methods. [10]

OR

- b) In this competitive world, managerial economics bridges the gap between economic theory & business practice- Discuss.

Q5) a) Explain the different types of Price elasticity of demand. [10]

OR

- b) Imagine that you are managing a small firm and thinking about entering the market of a monopolist. The monopolist is currently charging a high price and you have calculated that you can make a nice profit charging 10% less than the monopolist. Before you go ahead and challenge the monopolist, what possibility should you consider for how the monopolist might react?



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PC5188

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[6380]-5004

F.Y.M.B.A.

**104 - GC - 04 : BASICS OF MARKETING
(2024 Pattern) (Semester - I)**

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Figures to the right indicates full marks.*
- 3) *Give suitable examples wherever necessary.*

Q1) Solve any five:

[5×2=10]

- a) Define 'Customer loyalty' with example.
- b) List down the '5 A's' of customer adaption process.
- c) Identify the major forces of 'Micro Environment'.
- d) Recall the meaning of 'Consumerisation' with suitable example.
- e) Define the term 'Market share' with example.
- f) Memorize the term 'Niche Marketing'.
- g) Explain 'Brick & Click Model'.
- h) Recollect the meaning of 'Moment of Truth (MOT)'.

Q2) Solve any two:

[2×5=10]

- a) Compare and Contrast 'Show -rooming and Web-rooming'.
- b) Illustrate the 'Functions of Marketing Manager' with suitable example.
- c) Demonstrate the criteria for effective segmentation with suitable example.

Q3) Solve any one:

[10]

- a) A company is planning to launch 'A new clothing line' for festival season develop a Segmentation, targeting and positioning strategy for Indian market.
- b) As a marketer, analyse the marketing environment for a company introducing an 'Electric vehicle in Indian market. Make Suitable assumptions to justify your approach.

P.T.O.

Q4) Solve any one:

[10]

- a) Explain the buying behaviour process for a traveller buying a Vacation Package via popular Online Portal.
- b) Shankar has visited Online Store of a famous Electronic goods Retailer to know about various brands of 'Noise Cancellation Headphones'. Discover the various stages of consumer buying behaviour he will go through while choosing a Noise Cancellation Headphone.

Q5) Solve any one:

[10]

- a) Every product goes through distinct stages of the Product Life Cycle (PLC), each presenting unique challenges and opportunities for marketers across the Product Life Cycle. Formulate strategies that could be employed for 'Sports bicycle' in Indian Market. to ensure the product's success in India.
- b) Formulate the Marketing Mix strategy for a company planning to launch an 'Online Food delivery app' which will ensure food delivery in 10 Minutes time. Make Suitable assumptions to justify your approach.



Total No. of Questions : 5]

SEAT No. :

PC-3255

[Total No. of Pages : 2

[6380]-5005

F.Y. M.B.A.

105 : GC - 05 : BUSINESS ANALYTICS

(2024 Pattern) (Semester - I)

Time : 2 ½Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Each question carries equal marks.

Q1) Answer the following (Any 5 out of 8) :

[5 × 2 = 10]

- a) Enlist skills of Good Business Analyst.
- b) Use of power BI in Business Analytics.
- c) Explain hypothesis in brief.
- d) Enlist different quantitative methods for data collection.
- e) Limitations of Business analytics.
- f) Data Collection.
- g) EDA stands for.
- h) Explain Data cleaning.

Q2) Answer the following (Any 2 out of 3) :

[2 × 5 = 10]

- a) Explain the importance of Business Analytics in HR.
- b) Discuss Big Data collection and ethics.
- c) Give the characteristics of the analytical decision making process.

P.T.O.

Q3) a) Explain in detail Business Analytics in marketing. **[10]**

OR

b) Explain how financial performance can be improved with help of Business Analytics.

Q4) a) Explain role of Operational excellence through Business Analytics with suitable example. **[10]**

OR

b) Explain any two areas of HR in which Business Analytics can be applied. Explain with suitable example.

Q5) a) Explain Health care analytics for optimizing patient care and resource management. **[10]**

OR

b) Solve the following case and give the solution by considering Business Analytics.

Company Name:- Green Harvest farms

Overview:- Green Harvest farms, a mid sized agricultural producer, specializes in organic vegetables. The company faced challenges in optimizing crop yields and managing supply chain inefficiencies.

Problem:- Seasonal Fluctuations and unpredictable weather patterns resulted in inconsistent crop production and revenue losses. Additionally, excess inventory during peak harvest time led to increased waste.



Total No. of Questions : 5]

SEAT No. :

PC-3256

[Total No. of Pages : 3

[6380]-5006

M.B.A.

106 - GC - 06 : DECISION SCIENCE
(2024 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question carries 10 marks.*
- 3) *Each question has an internal option.*
- 4) *Use of simple calculator is allowed.*
- 5) *Graph paper will not be provided separately, draw graph on answer paper.*

Q1) Solve any five questions :

[10]

- a) What is CPM?
- b) Enlist various criteria of decision making under Risk.
- c) What is Mixed strategy Game?
- d) Explain Principal of Dominance.
- e) Enlist various criteria of decision making under Uncertainty.
- f) Explain the concept of PERT.
- g) What is Hungarian Method?
- h) Explain Methods to Obtain Feasible solution in Transportation Problem.

Q2) Solve any two out of the three questions :

[10]

- a) Explain importance of decision science in organizational decision making process.
- b) Explain applications of Linear programming in functional areas of management.
- c) Differentiate between PERT and CPM.

P.T.O.

Q3) Solve Any One :

[10]

- a) The owner of winner sports wishes to determine the number of advertisements to be placed in three selected monthly magazine A, B and C. His objective is to advertise in such a way that the total exposure to the principal buyers of the expensive sports goods is maximized. Percentage of readers for each magazine are known. Exposure in any particular magazine is the number of advertisements placed multiplied by number of principal buyers. The following data may be used:

Magazines			
Particulars	A	B	C
Readers	100000	60000	40000
Principal Buyers	15%	15%	7%
Cost/Adv. (Rs.)	5000	4500	4250

The budget amount at most is Rs.100000 for advertisements. The owner has already decided that magazine A will have no more than 6 advertisements and that B and C each have at least 2 advertisements. Formulate LPP model for the given information.

OR

- b) The cost (Rs.Thousand) of locating of machines the places is estimated as follows. Find the optimal assignment schedule.

Places					
	A	B	C	D	E
M₁	19	21	25	20	21
M₂	27	24	-	25	24
M₃	-	24	27	24	20
M₄	22	16	20	15	16

Q4) Solve Any One :

[10]

- a) Find the optimal strategies for A and B in the following game. Also obtain the value of the game.

Player A	Player B		
	B₁	B₂	B₃
A₁	9	8	-7
A₂	3	-6	4
A₃	6	7	-7

OR

- b) Pay-offs of three acts X, Y, Z and the states of nature of L, M, N are given below:

States of Nature	Acts		
	X	Y	Z
L	-20	-50	200
M	200	-100	50
N	400	600	300

The probabilities of the states of nature are 0.3, 0.4 and 0.3 respectively. Calculate VPI for the above data.

Q5) Solve any one from the following :

[10]

- a) Find the initial solution for the following problem by using
- NWCM
 - LCM
 - VAM

	W_1	W_2	W_3	W_4	Supply
P_1	190	300	500	100	70
P_2	700	300	400	600	90
P_3	400	100	400	200	180
Demand	50	80	70	140	

OR

- b) Following are the activities of a project:

Activity	Immediate Predecessor activity	Activity time in Weeks		
		Most Optimistic	Most Likely	Most Pessimistic
A	-	4	7	13
B	A	6	9	11
C	A	5	7	9
D	B	3	5	7
E	C	7	8	10
F	D	2	3	5
G	E	6	7	8
H	F & G	2	3	4

- Calculate the expected time of each activity.
- Draw the network diagram and indicate the expected time on each activity.
- Identify the critical path in the diagram.



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SEAT No. :

PC-3012

[Total No. of Pages : 2

[6380]-1007

M.B.A.

107-GE-UL-01: MANAGEMENT FUNDAMENTALS

(Revised 2019 Pattern) (Semester - I)

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) Attempt all questions. all questions carry marks.
- 2) Draw diagram and state examples wherever necessary.

Q1) Answer any 5 out of 8:

[5 × 2 = 10]

- a) State any two difference between centralization and decentralization.
- b) Define planning.
- c) What are the types of goals.
- d) What is bench marking
- e) List any two managerial competencies.
- f) What is controlling.
- g) Discuss span of control.
- h) What is Decision making.

Q2) Answer any 2 out of 3:

[2 × 5 = 10]

- a) Illustrate Hawthorne experiment of HR approach.
- b) Explain any four types of organisation structure.
- c) "Bounded rationality encourages taking ethical decisions: Elaborate the statement with suitable example.

P.T.O.

Q3) Answer any 1 out of 2: [1 × 10 = 10]

- a) What do you mean by managerial skills? How do skill requirements differ at various levels of management?

OR

- b) Controlling is fundamental functions that ensures, work accomplishment according to plan analyze this statement and outline the steps involved in controlling.

Q4) Answer any 1 out of 2: [1 × 10 = 10]

- a) How can a manager effectively apply planning to address a company's declining market share? Provide specific steps and analyse potential challenges in implementing the plan.

OR

- b) Evaluate the effect of implementing boundaryless organisation among the employees in today's contemporary organisation.

Q5) Answer any 1 out of 2: [1 × 10 = 10]

- a) Assume you as a zonal manager in a electric vehicle division. Due to more demand you need to increase your 'production Which decision making process you will adopt and why? Elaborate it?

OR

- b) "Define MBO. Also discuss its importance and role in today's competitive business environment.



Total No. of Questions : 5]

SEAT No. :

PC-3258

[Total No. of Pages : 2

[6380]-5008

M.B.A.

**108 : GC - 08 : INDIAN KNOWLEDGE SYSTEMS
(2024 Pattern) (Semester - I)**

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *All questions are compulsory.*
- 2) *Each question carries equal marks.*

Q1) Attempt any 5 :

[10]

- a) Elaborate the role of value in decision making.
- b) Define Karma.
- c) What is Good Governance.
- d) What is Work ethics.
- e) Define Jugaad.
- f) What is succession planning.
- g) Name any 2 leadership styles.
- h) List leadership traits of Shivaji Maharaj.

Q2) Attempt ant 2 :

[10]

- a) Explain Dharma, Raj Dharma & Artha.
- b) Differentiate - Hierarchical structures vs Egalitarianism.
- c) Explain in detail the elements of ethical & efficient governance.

P.T.O.

Q3) Attempt any 1 :

[10]

- a) Explain the role of Shivaji Maharaj's leadership in contemporary management & leadership with examples.
- b) Who is Jugaad innovator? Compare with conventional innovation models.

Q4) Attempt any 1 :

[10]

- a) Evaluate the role of intuition in decision making & propose strategies to manage it with data driven methods.
- b) Discuss the implication of western work ethics on the organisational culture in India.

Q5) Attempt any 1 :

[10]

- a) Can family owned business survive today's competitive environment? Explain with example.
- b) Analyze impact of emerging trends such as technology & globalisation on business.

