

Total No. of Questions : 5]

SEAT No. :

PD-2804

[Total No. of Pages : 5

[6430]-501

F.Y. M.B.A.

**MA-501-MJ/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) Commission received is an example of _____
A) Real A/c B) Personal A/c
C) Nominal A/c D) None
- ii) Basic objective of cost accounting is _____
A) Tax complainece B) Financial audit
C) Cost ascertainment D) Profit analysis
- b) List down any four forms of organisation.
- c) Define standard costing.
- d) Difference between variable cost and fixed cost with example of each.
- e) Give one example of capital expenditure and revenue expenditure each.
- f) Describe the term opportunity cost.
- g) i) The point of profit at which total cost will be equal to total revenue is called
A) Break even point B) Margin of safety
C) The profit lines D) None of the above
- ii) Cash budget is prepared by
A) Purchase manager B) Sales manager
C) Finance manager D) Chief executive officer
- h) Describe cash budget.

P.T.O.

Q2) Solve any Two out of the three :**[2 × 5 = 10]**

- a) Explain Bahi-khata along with its advantages and limitations.
- b) Explain the following concepts along with example.
 - i) Single entity concept
 - ii) Ongoing concern concept
- c) Write a note on Break-even point along with diagram.

Q3) Attempt Any One :**[10]**

- a) Following is the trail balance of Mahesh Traders for the year ended 31-3-2023. Prepare Trading A/c, profit and loss A/c for the year ended 31-3-2024, and Balance sheet as on that date

Trail Balance

Particulars	Debit (Rs)	Credit (Rs)
Rent Received		10,000
Sales		5,12,000
Creditors		56,600
Bank over draft		1,40,000
Bills Payable		23,000
Capital		4,05,000
Opening Stock	72,000	
Purchases	2,20,000	
Carriage Inward	8,000	
Wages	80,000	
Good Will	30,000	
Land	1,60,000	
Building	2,20,000	
Plant & Machinery	1,80,000	
Vehicles	70,000	
Furniture	20,000	
Advertisement	10,000	
Salaries	38,000	
Stationary	8,300	
Office Expenses	4,100	
Bank Charges	100	
Carriage Outwards	3,700	
Cash in Hand	400	
Debtors	12,000	
Int on Overdraft	10,000	
	11,46,600	11,46,600

Adjustment :

- i) Depreciate plant and Machinery at 15%, vehicles at 20% and furniture at 10%.
 - ii) Stock of 31-3-2024 is valued at Rs 58,000
 - iii) Outstanding wages are Rs 3800, outstanding salaries are Rs 4,500.
 - iv) Interest on Bank overdraft, for the last quarter of the year Rs 4,600 is not recorded sofar.
 - v) Provided 5% on debtors for doubtful debts.
- b) The accounts of Rishabh Co. Ltd for the year ended 31/3/2023 show the following.

Design office salaries	65,000
Counting-house salaries	1,26,000
Cash-Discount allowed	29,000
Carriage and Cartage Outwards	43,000
Carriage and Cartage Inwards	71,500
Bad-debts written off	65,000
Repairs of Plant, Machinery & Tools	44,500
Rent, Rates, Taxes and Insurance (factory)	85,000
Rent, Rates, Taxes and Insurance (office)	20,000
Sales	46,11,000
Stock of material 31-3-2022	6,28,000
Stock of material 31-3-2023	4,80,000
Material Purchased	18,50,000
Travelling expenses	21,000
Traveler's Salaries and Commission	77,000
Productive wages	12,60,000
Depreciation-Plant, Machinery and tools	65,000
Depreciation furniture	3,000
Director's fees	60,000
Gas and Water (factory)	12,000
Gas and Water (office)	4,000
Manager's Salary (3/4 factory and 1/4 office)	1,00,000
General expenses	34,000
Income Tax	10,000
Dividend	20,000

Prepare a statement giving following information

- i) Material consumed
- ii) Prime cost
- iii) Factory on cost and percentage on wages
- iv) Factory cost
- v) General on cost and percentage on factory cost
- vi) Total cost
- vii) Net profit

Q4) Attempt any one :

[10]

- a) ABC Co.Ltd furnishes the following data.

	Rs.
Sales	1,50,000
Variable overheads	1,20,000
Gross profit	60,000
Fixed Overheads	20,000
Net Profit	40,000

Find

- i) P/V Ratio
 - ii) BEP
 - iii) Net profit when sales are Rs 4,00,000
 - iv) Sales required to earn a profit of Rs 80,000
 - v) Margin of safety when the sales are Rs 4,00,000
- b) Following information is given regarding production of 10,000 units.

Particulars	Cost per unit (Rs)
Direct Material	60
Direct Labour	30
Variable Overheads	25
Variable Expenses	5
Fixed Overhead (150000)	15
Management Overheads (50000)	5
Selling Expenses (20% fixed)	15
Distribution Expenses (20% fixed)	5
Total Cost	160

Prepare Flexible Budget for production of 9000 units; 11000 units, also calculate cost per unit.

Q5) Attempt Any One ;

[10]

- a) From the following information, Compute Material Cost Variance, Material Price Variance, Material Mix Variance Material Usage Variance. Also answer do you think a favourable variance should be reported to management? Why?

	Standard			Actual		
	Quantity (kilos)	Unit price (Rs)	Total (Rs)	Quantity (kilos)	Unit price (Rs)	Total (Rs)
Material A	10	2	20	5	3	15
Material B	20	3	60	10	6	60
Material C	20	6	120	15	5	75
Total	50	4	200	30	5	150

- b) The result of XYZ Ltd for two periods revealed the following

Year	Sales	Total Cost
2023	40,00,000	44,00,000
2024	60,00,000	56,00,000

Find

- i) P/v Ratio
- ii) BEP Sales
- iii) Fixed Cost
- iv) Sales necessary to earn profit of Rs 10,00,000.
- v) Sales required to earn 20% profit on sales.



Total No. of Questions : 5]

SEAT No. :

PD-2805

[Total No. of Pages : 2

[6430]-502

M.B.A.

OB 502 MJ GC - 20 : ORGANIZATIONAL BEHAVIOUR

(2024 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

- 1) *All questions are compulsory.*
- 2) *Each question has an internal options.*
- 3) *Each question carries 10 marks.*

Q1) Solve any Five questions (2 marks each) :

[10]

- a) Define Organizational Behavior.
- b) List the models of OB.
- c) List the types of groups.
- d) Differentiate between managers and leaders.
- e) List the three steps in Kurt Lewin's model of change.
- f) Identify two personality assessment models.
- g) Name the two content theories of Motivation.
- h) Define leadership. List the names of two leaders.

Q2) Solve any Two out of the Three questions (5 marks each) :

[10]

- a) Explain how the five-stage model of group development can be applied in a team project setting.
- b) Compare the managerial grid theory of leadership with the path-goal theory of leadership.
- c) Describe the types of organizational change and provide an example of each type.

P.T.O.

Q3) a) Apply the supportive model of OB to improve employee engagement in a mid-sized company. What steps would you take and why? [10]

OR

b) Using Vroom's Expectancy Theory, design a motivation plan for a sales team struggling to meet its targets. What specific actions would you implement? [10]

Q4) a) Analyze how stereotyping and the halo effect can influence the selection process of a class representative in your class. Provide examples to support your analysis. [10]

OR

b) Analyze the impact of organizational change on employee stress levels and recommend strategies to manage this stress effectively during the change process. [10]

Q5) a) Evaluate how the Johari Window can enhance self-awareness and team dynamics for an MBA-I student in a group project. Cite specific examples. [10]

OR

b) Evaluate how Maslow's Need Hierarchy can be applied to understand and motivate an MBA-I student dealing with academic and personal challenges. Provide specific examples for each level of the hierarchy. [10]



Total No. of Questions : 5]

SEAT No. :

PD-2806

[Total No. of Pages : 2

[6430]-503

M.B.A.

**EAB 503 MJ GC-03-103 : ECONOMIC ANALYSIS FOR
BUSINESS DECISIONS**

(2024 Pattern) (Semester - I)

Time : 2½ Hours]

[Max. Marks : 50

Instructions to the candidates :

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

Q1) Attempt Any Five questions (carry 2 marks each) :

[10]

- a) What are the features of Oligopoly Market?
- b) Define Economics of Scale.
- c) State that law of Demand.
- d) What is meant by Penetration Pricing?
- e) Short note on cross elasticity of demand.
- f) State that meant of Accelerator.
- g) Give the examples of macroeconomics.
- h) Which of the following modes of transportation has the highest elasticity?
 - i) Air
 - ii) Rail
 - iii) Road
 - iv) Water

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

[10]

- a) Elaborate the Exceptions to Law of Demand.
- b) Explain the Phases of Business Cycle.
- c) What will happen if the price prevailing in the market is (i) above the equilibrium price? (ii) below the equilibrium price?

P.T.O.

Q3) a) What would be the impact of imposing a price floor below the equilibrium price? [10]

OR

b) Explain the different types of market structure. [10]

Q4) a) Explain the different types of Price elasticity of demand. [10]

OR

b) In this competitive world, managerial economics bridges the gap between economic theory & business practice- Discuss. [10]

Q5) a) Why the Need for Government Intervention in Markets. [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? [10]



Total No. of Questions : 5]

SEAT No. :

PD2836

[Total No. of Pages : 2

[6439]-504

F.Y. M.B.A.

BM - 504 - MJ - 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 indicate full marks.*
- 3) *Make necessary assumptions.*

Q1) Answer any Five (2 marks each):

[10]

- a) Define the term 'Marketing Myopia'.
- b) What is the 'Zero Moment of Truth (ZMOT)'?
- c) List down the 'four major forces of Macro environment'?
- d) How showrooming is different from Web rooming?
- e) Define 'Forrester's Social Technographics segmentation'.
- f) Define the 'Customer Satisfaction, and Customer Delight.
- g) Recall the components of 'Holistic Marketing'.
- h) What are the 'Four C's' of 'Connected Marketing Mix'.

Q2) Attempt any Two (5 marks)

[10]

- a) Explain how Indian festival like Diwali influence marketing strategies. Support your answer with examples.
- b) Outline the concept of 'Market Potential and Market share' with relevant examples.
- c) Illustrate the concept of 'Omni channel Consumer Behaviour' with real life examples.

P.T.O.

Q3) Answer any One

[10]

- a) 'A fast-food chain' is planning to expand in the Indian market. Identify suitable customer segments, explain your targeting approach, and propose an effective positioning strategy tailored to the Indian market.
- b) As a marketer, analyse the marketing environment for a 'New Travel and Tourism Company' in the Indian market. Provide relevant examples to illustrate your analysis.

Q4) Answer any One

[10]

- a) Kavya visits a two-wheeler showroom with her family and realizes the need to upgrade her vehicle for better features and fuel efficiency. Explain the various stages of consumer buying behaviour she would go through in choosing a two-wheeler.
- b) Himanshu is planning to buy a real estate property for his family in Pune city. Describe the stages of consumer buying behaviour that Himanshu will likely go through in making this purchase.

Q5) Answer 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. Identify and formulate the strategies for a company launching an 'Affordable Android based Dual screen Flip Mobile Handset' in Indian Market.
- b) Design a comprehensive marketing mix for a company that promises to deliver 'Beauty and Personal care' products to customers within 30 minutes. Make assumptions to justify your approach.



Total No. of Questions : 5]

SEAT No. :

PD-2807

[Total No. of Pages : 2

[6430]-505

F.Y. M.B.A.

BA 505 MJ-GC-05 : BUSINESS ANALYTICS

(2024 Pattern) (Semester - I)

Time : 2½ Hours]

[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) :

[10]

- a) Define data & Information.
- b) What is meant by data cleaning.
- c) Give any two objectives of Financial Analytics.
- d) Define talent Management.
- e) Define data Visualization.
- f) Give two benefits of operational analytics.
- g) Define predictive analytics.
- h) List the tools which are used for business analytics.

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

[10]

- a) Explain the importance of Business analytics in Health Care.
- b) Explain 5 v's of Big Data.
- c) What are secondary data collection methods? Explain data privacy, security.

P.T.O.

Q3) a) Discuss in detail marketing analytics, customer segmentation, targeting & positioning. [10]

OR

b) What is meant by financial forecasting & planning? How one can do forecasting with proforma statement?

Q4) a) Explain work force planning & talent management & employee engagement and performance measurement with reference to HR-Analytics. [10]

OR

b) What is operational analytics? Explain process optimization & efficiency improvement in operational analytics.

Q5) a) What is data analytics in health care? Explain patient care optimization & resource management in this content? [10]

OR

b) Solve the following case study by appropriate methods of business analytics.

Background:-

The agribusiness sector faces significant challenges, including fluctuating market prices, unpredictable weather patterns and increasing demand for sustainable practices:

To remain competitive and ensure profitability, agribusinesses must leverage data-driven insights to enhance productivity and optimize operations.

Objective:-

To improve the overall productivity of an agribusiness by implementing business analytics solutions that analyze operational data, predict outcomes, and inform strategic decisions.



Total No. of Questions : 5]

SEAT No. :

PD-2808

[Total No. of Pages : 4

[6430]-506

M.B.A.

GC - 06 : DECISION SCIENCE
(2024 Pattern) (Semester - I) (DS - 506 MJ)

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) Explain PERT.
- b) What is Saddle Point?
- c) What is Hungarian Method?
- d) What is Pure strategy Game?
- e) Explain Method to Obtain Feasible solution in Transportation Problem.
- f) What is Unbalanced Transportation Problem?
- g) Explain CPM
- h) What is EMV criteria in decision making under risk?

Q2) Solve Any Two out of the three questions :

[10]

- a) Explain role of quantitative techniques in management decision making process.
- b) With suitable example elaborate difference between CPM and PERT.
- c) How would you deal with assignment problems where:
 - i) Some Assignment are prohibited.
 - ii) The objective function is to be maximized.
 - iii) It is not balanced problem.
 - iv) It has got multiple solution

P.T.O.

Q3) Solve Any One :

[10]

- a) A project work consists of four major jobs for which an equal number of contractors have submitted tenders. The tender amount quoted (in lakhs of rupees) is given in the matrix:

		Job			
		a	b	c	d
Contractor	1	10	24	30	15
	2	16	22	28	12
	3	12	20	32	10
	4	9	26	34	16

Find the optimum assignment which minimises the total cost of the project.

OR

- b) Solve the following LPP graphically.

$$\text{Minimise } Z = 6x + 5y$$

$$\text{Subject to; } 4x + y \geq 10$$

$$2x + 3y \geq 15$$

$$x \leq 10$$

$$x, y \geq 0$$

Q4) Solve Any One :

[10]

- a) **Two breakfast food manufacturing firms A and B are competing for an increased market share. To improve its market share, both the firms decide to launch the following strategies :**

$A_1 B_1$ = Give coupons, $A_2 B_2$ = Decrease Price

$A_3 B_3$ = Maintain Present Strategy $A_4 B_4$ = Increase Advertising

The pay off matrix shown in the following table describes the increase in the market share for firm A and decrease in the market share for firm B.

Firm A	Firm B			
	B_1	B_2	B_3	B_4
A_1	35	65	25	5
A_2	30	20	15	0
A_3	40	50	0	10
A_4	55	60	10	15

Determine the optimal strategies for each firm and the value of the game.

OR

- b) Obtain the initial solution of the following transportation problem using
- NWCM
 - LCM
 - VAM

	D₁	D₂	D₃	D₄	Supply
O₁	10	20	5	7	10
O₂	13	9	12	8	20
O₃	4	15	7	9	30
O₄	14	7	1	0	40
O₅	3	12	5	19	50
Demand	60	60	20	10	

Q5) Solve Any One from the following :

[10]

- a) A project has been defined to contain the following list of activities along with their required time of completion.

Activity	A	B	C	D	E	F	G	H	I
Time in Days	1	4	3	7	6	2	7	9	4
Immediate Predecessor	-	A	A	A	B	C	E,F	D	G,H

- Draw the network diagram.
- Show early start time and early finish time.
- Identify critical path.
- What would happen if duration of activity F is taken as four days instead of two?

OR

- b) A farmer wants to decide which of the three crops he should plant. The farmer has categorised the amount of rainfall as high, medium and low. Estimated profit is given below:

Rainfall	Estimated profit (In Rs.)		
	Crop - A	Crop - B	Crop - C
High	8000	3500	5000
Medium	4500	4500	4900
Low	2000	5000	4000

Farmers wishes to plant one crop. Decide the best crop using :

- i) Hurwicz Criteria ($\alpha = 0.6$)
- ii) Laplace Criteria
- iii) Minimax Regret Criteria



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Total No. of Questions : 5]

SEAT No. :

PD-2809

[Total No. of Pages : 2

[6430] - 507

F.Y. M.B.A.

MF 507 MJ-GC 07 - Management Fundamentals

(2024 Pattern) (Semester-I) (NEP)

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) Answer all questions.
- 2) Draw neat diagrams & state examples wherever necessary.

Q1) Answer any 5 out of 8 questions :

[5 × 2 = 10]

- a) What are the characteristics of SMART Goals?
- b) What is Workplace?
- c) Define Decision Making.
- d) What are Mintzberg's Informational Roles?
- e) List out the steps in decision making process?
- f) Define Leadership,
- g) What is Centralization & Decentralization
- h) List out the various Decision-Making Styles.

P.T.O.

Q2) Answer any 2 out of 3 questions :

[2 × 5 = 10]

- a) Discuss the importance of customer to Manager's Job
- b) Elaborate the features of Good Plan.
- c) Discuss various approaches to setting goal.

Q3) a) Discuss the various techniques of control in the context of Manufacturing organisation. [10]

OR

- b) Analyse various managerial competencies expected from a manager working in a manufacturing industry. [10]

Q4) a) Discuss the concept of boundaryless organisation and virtual organisation structure with examples. [10]

OR

- b) What are the potential challenges of planning in dynamic environment and how organisation can overcome them? [10]

Q5) a) Analyse the advantages and disadvantages of matrix structure. In what type of organisation are matrix structure commonly used? [10]

OR

- b) A non profit organisation is considering a new fund-raising initiative. How should manager evaluate this decision using the various decision criteria [10]



Total No. of Questions : 5]

SEAT No. :

PD2810

[Total No. of Pages : 2

[6430]-508

F.Y.M.B.A.

IKS - 508 - MJ -GC-08 : INDIAN KNOWLEDGE SYSTEMS

(2024 Pattern) (Semester - I)

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) *Q.1 is compulsory.*
- 2) *Solve any three questions from Q.2 to Q.5.*
- 3) *Figures to the right indicate full marks.*

Q1) Attempt any 5.

[10]

- a) Describe the significance of self - awareness in leadership from the Bhagvad Gita.
- b) Elaborate 'Servant leadership'
- c) What is 'Egalitarianism' in western management theories?
- d) What is Jugaad innovation, and why is it important in Indian businesses?
- e) How does Shivaji Maharaj's leadership reflect resilience in adversity?
- f) What are the key differences between Holistic and analytical decision making?
- g) Discuss the role of social enterprises in local communities.
- h) What are the vedas and how do they contribute to Indian Knowledge Systems (IKS)?

Q2) Attempt any 2.

[10]

- a) How do the teachings of the Gita address team dynamics in high - performance environment?
- b) Provide an example of how Shivaji Maharaj's leadership in adversity can inspire modern leaders.
- c) Explain the role of intuition & gut feeling in decision making as emphasized in Indian knowledge systems. How does this differ from data - driven decision making in western management?

P.T.O.

Q3) Attempt any 1: [10]

- a) Explain how developing resilience & emotional intelligence as the Bhagvad Gita teaches, can inspire & motivate teams in organizational setting?
- b) Analyse how the principles of Karma & Dharma could be applied in modern western corporations to enhance work - life balance & ethical practices.

Q4) Attempt any 1. [10]

- a) Evaluate the role of community support in the sustainability of family - owned business in India highlighting key challenges & opportunities.
- b) Describe in detail the principles & practices of juggad innovation, emphasizing its importance in resource - limited environments.

Q5) Attempt any 1. [10]

- a) Discuss Shivaji Maharaj's role as a nation builder & entrepreneur. How did his innovation strategies in governance and warfare contribute to building resilient & prosperous state?
- b) Discuss how traditional family & community business practices can be adapted to modern business environments. Particularly in light of technology & globalization. Provide examples of successful adaptation strategies.

