

Total No. of Questions : 5]

SEAT No. :

PE-5825

[Total No. of Pages : 5

[6551]-801

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) *Figures to the right indicate full marks.*

**Q1)** Solve the following (any 5) :

**[10]**

- a) Commission received is an example of \_\_\_\_\_
  - i) Real A/c
  - ii) Personal A/c
  - iii) Nominal A/c
  - iv) Representative A/c
- b) Define Opportunity cost.
- c) Define the term contribution.
- d) Interest on drawing is treated as \_\_\_\_\_
  - i) Revenue
  - ii) Expense
  - iii) Liability
  - iv) Assets
- e) Write Accounting equation.
- f) Marginal costing is also known as \_\_\_\_\_
  - i) Absorption costing
  - ii) Variable costing
  - iii) Total costing
  - iv) Standard costing
- g) State the difference between fixed cost and variable cost.
- h) Creating provision against fluctuation in the price of investment is an example of which accounting convention
  - i) Conservatism
  - ii) Full Disclosure
  - iii) Materiality
  - iv) Consistency

**P.T.O.**

Q2) Solve any two (5 marks each)

[10]

- a) Explain the different forms of organisation.
- b) Explain Break - even point.
- c) Explain the difference between Indian Accounting system and Modern Accounting system.

Q3) a) Solve any one

[10]

From the following information, compute.

- i) Material cost variance
- ii) Material price variance
- iii) Material mix variance
- iv) Material Usage variance

	Standard			Actual		
	Qty (kilos)	Unit price (₹)	Total ₹	Quantity (kilos)	Unit price ₹	Total ₹
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

OR

- b) Following information is given regarding production of 10,000 units.

<u>Particulars</u>	<u>Cost per unit</u>
Direct Material	60
Direct Labour	30
Variable OH	25
Variable Expenses	5
Fixed Overhead (1,50,000)	15
Management OH (50,000)	5
Selling Expenses (20% Fixed)	15
Distribution Expenses (20% Fixed)	5
Total Cost	160

Prepare Flexible budget for production of 9,000 units and 11,000 units, also calculate cost per unit.

Q4) a) Solve any one :

[10]

ABC Co. Ltd. furnishes the following data.

Particulars	₹
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 sales are Rs. 4,00,000.

OR

b) The result of xyz Ltd for 2 periods revealed 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

Q5) a) Solve any one :

[10]

Following is the trail balance of Mr. Ashok for the year ended 31/3/2024.  
Prepare final accounts

Particulars	Debit (Rs.)	(Credit Rs.)
Purchases	98,000	
Wages	21,000	
Stock on 1.4.2023	25,000	
Printing & stationary	17,000	
Insurance (paid one year from 1.10.23 to 30.9.24)	2,200	
Salaries	32,000	
Sales		2,12,000
Carriage Inward	10,000	
Carriage Outward	12,000	
Advertising	14,000	
Capital		1,10,000
Land & Building	35,000	
Machinery	60,000	
Debtors & Creditors	30,000	35,000
Return inward and Return outward	2,000	2,300
Cash	2,300	
Loan from Mr. Bhagwan (taken on 1.12.2023 @ 12% p.a)		18,000
Patents	20,000	
Rent received		3,200
	3,80,500	3,80,500

Adjustments

- Closing stock is valued @ Rs. 26,000
- Depreciate machinery at 10% p.a and patents are revalued on 31.3.2024 at Rs. 18,200
- A part of the building is let out at Rs. 1,000 p.m from 1.12.2023.
- Printing bill of Rs. 1,200, wages of Rs. 1,800 and salaries of Rs. 3,800 are outstanding

OR

- b) From the following particulars of Finolex Co. prepare a cost sheet showing
- Prime cost
  - Factory cost
  - Total cost of production
  - Cost of sales for the period ended 30.6.2023

Particulars	Rs.
Raw material consumed	25,000
Wages paid to workers	10,000
Direct expenses incurred for production	1,250
Consumable stores	250
Supervisor's wages	1,000
Wages paid to shop floor helper	300
Electric power (factory)	400
Electric Power (Office)	250
Rent (factory)	2,500
Rent (Office)	1,000
Repairs and Renewals on :	
Plant & Machinery	2,500
Renovation of office building	500
Depreciation on plant & machinery	250
Depreciation on office building	100
Manager's salary	1,500
Telephone charges	100
Printing & stationary	200
Postage and Telegram	75
Director's fees	400
Advertisement	400
Travelling expenses	150
Salesmens salary and commission	500
Ware house rent	450
Delivery van expenses	500
	49,575



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SEAT No. :

PE-5826

[Total No. of Pages : 2

[6551]-802

M.B.A.

**OB 502 MJ: GC-02: 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 option.*
- 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.

**P.T.O.**

**Q2) Solve any two out of the three questions (05 Marks Each) :[2 × 5 = 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.

**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. :

PE-5827

[Total No. of Pages : 2

[6551]-803

M.B.A.-I

**GC - 03: Economic Analysis for Business Decision  
(2024 Pattern) (Semester - I) (EAB503MJ)**

*Time : 2½ Hours]*

*[Max. Marks : 50*

*Instructions to the candidates :*

- 1) *Draw neat diagrams and state examples whenever necessary.*
- 2) *Figures to the right indicate full marks.*
- 3) *All questions are compulsory*

**Q1) Answer any 5 out of 8 :**

**[5 × 2 = 10]**

- a) Define the term Firm.
- b) What is Consumer Surplus
- c) Define Social Cost.
- d) Define the term Revenue.
- e) Give the characteristics of Oligopoly
- f) Government intervention in markets is necessary to correct market failures and protect consumers.
- g) In the long-run, a firm under perfect competition achieves equilibrium when Price (P) equals\_\_\_\_\_ and the firm earns only normal profits.
- h) What characterizes the Maturation Stage in a Business Cycle?

**P.T.O.**

**Q2) Answer any 2 out of 3 :**

**[2 × 5 = 10]**

- a) Define the Business Cycle
- b) Differentiate between Quantitative and Qualitative Method.
- c) Explain the profit maximization model in brief.

**Q3) Answer any 1 out of 2 :**

**[1 × 10 = 10]**

- a) Major influencing factor to the market demand for Watch and Furniture.
- b) Define Law of Demand. Write the exceptions of its in detail.

**Q4) Answer any 1 out of 2 :**

**[1 × 10 = 10]**

- a) Explain in detail the Cyert and March's Behavior Theory.
- b) Write the methods of demand forecasting for a New Products.

**Q5) Answer any 1 out of 2 :**

**[1 × 10 = 10]**

- a) Explain the factors determining the elasticity of supply.
- b) Explains the different types of Income Elasticity of Demand



Total No. of Questions : 5]

SEAT No. :

PE-5828

[Total No. of Pages : 2

[6551]-804

M.B.A.

BM504 MJ : 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.

Q1) Attempt any Five :

[10]

- a) Define 'Selling' concept.
- b) List the elements of 'Macro Environment' with example
- c) Identify the components of 'Holistic Marketing'.
- d) Recall the meaning of 'Zero Moment of truth'
- e) Define 'Performance Marketing'.
- f) List any two 'Customer touchpoints' with example.
- g) Define 'awareness' stage in Consumer Behaviour.
- h) Recall the meaning of 'Neuromarketing'.

P.T.O.

**Q2) Solve any Two :** [10]

- a) Compare and contrast 'Selling and Marketing'.
- b) Explain the components of 'Micro Environment'.
- c) What is 'Influencer Marketing' explain with examples.

**Q3) Solve any One :** [10]

- a) Explain the buying decision process for buying a 'mobile handset' in India.
- b) As a marketer analyse the marketing environment for a company introducing 'new smartwatch with safety features' for women in India.

**Q4) Solve any One :** [10]

- a) Virat is planning to buy a 2BHK flat for his family in Pune. Discover the various stages of buying decision he will experience.
- b) Analyse the segmentation, targetting & positioning strategies used by 'colgate toothpaste' in India.

**Q5) Solve any One :** [10]

- a) Formulate the 'Marketing Mix' for a company planning to launch a 'new job portal'.
- b) 'Every product passes through different stages of life cycle. Each stage poses different challenges to marketers. Evaluate the statement and identify the "Product Life Cycle (PLC) strategies for a company Launching a 'Portable Air Conditioner' in Indian market.



Total No. of Questions : 5]

SEAT No. :

PE-5829

[Total No. of Pages : 2

[6551]-805

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):

[5 × 2 = 10]

- a) Write Two advantages of Business Analytics.
- b) Define Predictive Analytics.
- c) What is the function of data visualization.
- d) Define analytical decision making.
- e) What is meant by target and positioning.
- f) Define HR analytics.
- g) List two features of supply chain analytics.
- h) What is patient care optimization.

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

[2 × 5 = 10]

- a) Write the Importance of data in Business Analytics.
- b) Explain data visualization with popular data visualization tools.
- c) Explain Big data & Five V's of Big data.

Q3) a) Explain data driven marketing strategies with it's benefits.

[10]

OR

- b) Discuss the methods used in financial planning and forecasting.

P.T.O.

**Q4)** a) Explain features of HR analytics. Discuss the applications of HR analytics. [10]

**OR**

b) Explain process optimization, discuss the methods of process optimization.

**Q5)** a) Discuss crop yield prediction in detail. [10]

**OR**

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

Company Name : PH Health care PUNE

Overview :- A large urban hospital in pune, faced challenges with inefficient staff scheduling and inefficiency leading to long patient wait times, high staff burnout and difficulty in meeting patient care demands.

Problem:- Inefficient staff and inefficiency in work resulted in inconsistent in service & Quality.



Total No. of Questions : 5]

SEAT No. :

PE-5830

[Total No. of Pages : 3

[6551]-806

F.Y. M.B.A.

DS-506 MJ 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 questions has internal options.
- 4) Use of simple calculator is allowed.
- 5) Graph paper will not be provided, draw graph on answer paper.

Q1) Solve any five questions :

[5 × 2 = 10]

- a) Write any two importance of decision science.
- b) List the methods of finding feasible solution of Transportation problem.
- c) Write two applications of Assignment Problem.
- d) List the elements of LPP formulation.
- e) Explain saddle point.
- f) Define Pure & Mixed strategy game.
- g) What is Network Analysis.
- h) Explain PERT & CPM.

Q2) Solve any two questions :

[2 × 5 = 10]

- a) Write short notes on Vogel's Approximation Method (VAM).
- b) Explain the characteristics and role of Quantitative techniques in decision making.
- c) Solve the following LPP

$$\text{Minimize } Z = 10x_1 + 7x_2$$

$$\text{Subject to } x_1 + 2x_2 \leq 4$$

$$x_1 + x_2 \geq 5$$

$$x_1, x_2 \geq 0$$

P.T.O.

- Q3) a)** Solve the following problem for maximizing the production output. The data refers to the production of an article for the given operators and machine are below : **[10]**

Operators	Machines			
	A	B	C	D
1	10	5	7	8
2	11	4	9	10
3	8	4	9	7
4	7	5	6	4
5	8	9	7	5

OR

- b)** Solve the following game, given the pay-off matrix as below : **[10]**

Player A	Player B	
	B1	B2
A1	1	7
A2	6	2

- Q4) a)** Obtain the Initial solution for the following Transportation problem by using : **[10]**

- i) Least Cost Method
- ii) Vogel's Approximation Method

	1	2	3	Supply
X	10	3	9	400
Y	12	10	5	300
Z	8	11	12	300
Requirement	200	300	500	

OR

- b) Given the following pay-off matrix use i) maximax, ii) maximin and iii) Hurwicz criteria and find which action to be taken (Given :  $\alpha = 0.7$ )

[10]

States on Nature	Estimated Profit (in Rs.)			
	A1	A2	A3	A4
S1	10	5	8	6
S2	3	9	15	2
S3	-3	4	6	10

- Q5) a) A Project has been defined to contain the following list of activities along with their required time of completion. [10]

Activity	A	B	C	D	E	F	G	H	I
Time (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
- Determine critical path
- Show early start time and early finish time

OR

- b) Mr. Rao, the owner of a Readymade garments shop wishes to publish advertisements in two local daily newspapers, One Marathi and one English. The expected coverage through the advertisements is 1000 people and 1500 people per advertisement respectively. Each advertisement in a Marathi newspaper costs Rs. 3000 and for an English daily it is Rs. 5000. Mr. Rao has decided not to place more than 10 advertisements in the Marathi newspaper and wants to place at least 6 advertisements in the English daily. The total advertisement budget is Rs. 50000 Formulate the problem as a L.P. Model. [10]



Total No. of Questions : 5]

SEAT No. :

PE-5831

[Total No. of Pages : 2

[6551]-807

F.Y.M.B.A.

GC-07 : MF 507 MJ : MANAGEMENT FUNDAMENTALS

(2024 Pattern) (Semester - I)

Time : 2 Hours]

[Max. Marks : 50

Instructions to the candidates:

- 1) All questions are compulsory.
- 2) Draw neat diagrams and state examples wherever necessary.

Q1) Answer Any 5 out of 8 questions:

[5 × 2 = 10]

- a) Define Controlling.
- b) What is Benchmarking?
- c) What is SMART Goal?
- d) List any 4 skills required for good manager.
- e) Explain the concept of decentralisation.
- f) Define decision making.
- g) Define organisation structure.
- h) What is Learning Organisation.

Q2) Answer Any 2 out of 3 questions:

[2 × 5 = 10]

- a) Explain the importance of innovation in the Manager's Job.
- b) Explain various Types of Goals.
- c) State and discuss the concept & purpose of MBO.

P.T.O.

**Q3) a)** "Different type of leadership works better in different situations".  
Comment on this statement. Also discuss various decision making styles. [10]

**OR**

**b)** "Controlling is the fundamental function that ensures work accomplishment according to plan". Analyse the statement & outline the various steps involved in controlling. [10]

**Q4) a)** Discuss in details the types of decisions and decision making conditions. [10]

**OR**

**b)** What do you understand by boundry less organisation & virtual organisation. How will you differentiate the two Give suitable example. [10]

**Q5) a)** 'Management is art or science'? The truth seems to be somewhere between. In the light of above statement, explain the nature of management. [10]

**OR**

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



Total No. of Questions : 5]

SEAT No. :

PE-5832

[Total No. of Pages : 2

[6551]-808

M.B.A.

**IKS-508-MJ GC-08- Indian Knowledge System  
(2024 Pattern) (Semester - I)**

*Time : 2 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.*

**Q1) Solve any five questions :**

**[10]**

- a) Define karma yoga as taught in the BhagvadGita.
- b) Explain the concept of dharma in the context of organizational behavior.
- c) Name two innovative strategies Shivaji Maharaj used in warfare.
- d) How did Shivaji Maharaj balance tradition with modernity in his leadership approach?
- e) How is individualism perceived in Western management theories.
- f) What is succession planning in family businesses?
- g) Describe a situation where resource scarcity led to Jugaad innovation.
- h) Discuss the role of social enterprises in local communities.

**P.T.O.**

**Q2) Solve any two out of the three questions :** [10]

- a) Summarize the characteristics of family-owned businesses.
- b) How can the integration of hierarchical structures from IKS and egalitarian principles from WMT create more balanced organizational leadership models.
- c) How could Shivaji Maharaj's administrative structures be adapted to today's organizational frameworks?

**Q3) Solve any One :** [10]

- a) Design a decision-making framework for leaders rooted in the principles of the BhagvadGita that emphasizes ethical leadership, servant leadership, and conflict resolution.
- b) Evaluate the principles of ethical governance practiced by Shivaji Maharaj and their implications for modern leadership.

**Q4) Solve any One :** [10]

- a) Evaluate the impact of individualism in Western management theories on global organizational cultures and suggest how IKS collectivism could offer an alternative.
- b) Analyze the key characteristics of a Jugaad innovator. How do these traits contribute to their success in resource-constrained environments?

**Q5) Solve any One :** [10]

- a) Discuss the impact of community networks on the sustainability of family-owned businesses
- b) Evaluate the role of Western management theories' analytical approaches in fastchanging industries and propose how IKS's intuitive decision-making can be incorporated

