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BABU-179

MBA-501 : Management Science
(2272410001)

Total Pages : 4]

Time: 3 Hours

Max. Marks : 60

Instructions

1. Do not write anything on question paper except seat no
2. Each question carry 12 Marks
3. Attempt any 3 questions from section-I and Any 2 from section 2

SECTION-I

1. Define Management with its scope, functions and importance? 12
2. Explain the principles of effective planning with the process of planning? 12
3. What is the need and importance of coordination? Explain techniques for effective coordination? 12
4. How to manage diversity and multiculturalism in the organization? Explain with suitable example. 12
5. Write detail note on Management Audit? 12

SECTION-II

6. Ace Manufacturing Co. (AMC) is a mid-sized producer of consumer electronics operating in a highly competitive market. Despite its innovative products, the company has been losing market share to competitors who offer better customer service and lower production costs. The CEO, Mr. Ravi Kumar, decided to implement benchmarking as a strategy to improve the company's performance. AMC identified Tech Leader Inc., a market leader known for its operational efficiency, as the benchmark organization. Tech Leader excels in production speed, defect-free products, and superior customer service. AMC's benchmarking team studied Tech Leader's operations and identified several best practices, including:
1.Lean Manufacturing Practices: Streamlining production to minimize waste.
2.Employee Training Programs: Comprehensive training for both technical and soft skills.
3.Customer Feedback Loops: A structured approach to gather, analyze, and act on customer feedback.
Based on these insights, AMC implemented the lean manufacturing to reduce production waste by 25%. They Established a training program that up skilled 80% of its workforce and created a customer service department to respond proactively to client concerns. 12

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After six months, AMC noted significant improvements: production costs dropped by 15%, product defects reduced by 30%, and customer satisfaction scores increased by 40%. However, challenges such as resistance to change and the need for continuous monitoring of processes persisted.

Answer the following Questions

- 1) What is benchmarking and why is it important for companies like AMC?
- 2) What challenges might AMC face during the implementation of benchmarking strategies? Suggest ways to overcome them?
- 3) How can AMC ensure that the improvements achieved through benchmarking are sustainable in the long term?

7. Green Fresh Organics, a fast-growing company in the organic food industry, faced operational inefficiencies as it scaled its business. The company's structure involved multiple departments, including procurement, production, quality control, marketing, and logistics. Despite each department performing well individually, the lack of coordination between functions led to issues such as: 12

- **Procurement Delays:** Raw materials often arrived late, affecting production schedules.
- **Production Bottlenecks:** Quality control flagged defects after production was completed, causing rework and delays.
- **Marketing Disconnect:** Promotional campaigns were launched without ensuring product availability in key markets.
- **Logistics Challenges:** Late coordination between production and logistics teams resulted in missed delivery deadlines.

Recognizing that these inefficiencies stemmed from poor coordination, the CEO, Ms. Anita Kapoor, initiated a strategy to enhance interdepartmental collaboration.

Coordination Strategies Implemented

1. **Cross-Functional Teams:** GreenFresh formed cross-departmental teams to align goals and improve communication.
2. **Integrated Planning Meetings:** Weekly meetings were held involving representatives from all departments to discuss priorities, challenges, and updates.
3. **Centralized Information System:** The company implemented an enterprise resource planning (ERP) system to enable real-time data sharing among departments.
4. **Goal Alignment:** Departmental goals were linked to overall organizational objectives, encouraging teams to work towards a common purpose.
5. **Performance Metrics:** New KPIs, such as delivery time compliance and interdepartmental task completion rates, were introduced to measure and reward coordination.

Within six months, GreenFresh observed significant improvements:

- Production delays decreased by 30%.
- Rework due to quality issues reduced by 25%.
- Marketing campaigns aligned with product availability, boosting sales by 20%.
- Delivery timelines improved, increasing customer satisfaction.

However, sustaining these improvements required ongoing effort to nurture a culture of collaboration and prevent silted thinking.

Answer the following Questions

- 1) Why is coordination essential in management, especially in companies like Green Fresh Organics?
- 2) What coordination challenges did Green Fresh face? How these did impact the company's operations?
- 3) What strategies did Green Fresh implement to improve coordination, and how did they address specific issues?

8. Apex Auto Components (AAC) is a mid-sized company specializing in the production of precision-engineered parts for the automotive industry. Despite strong demand for its products, AAC faced challenges in meeting customer expectations due to frequent production delays, high defect rates, and inefficient resource utilization. To address these issues, the management decided to adopt **Kaizen**, focusing on incremental and continuous improvements to its manufacturing processes. 12

Kaizen Implementation Steps

1. **Waste Identification:**
AAC conducted a workshop with employees to identify the "7 wastes" (overproduction, waiting time, transportation, over processing, inventory, motion, and defects) in its manufacturing operations.
2. **Employee Empowerment:**
Employees at all levels were encouraged to suggest small, actionable improvements. An "Idea Box" system was introduced, where suggestions were reviewed weekly, and the best ideas were implemented.
3. **Process Optimization:**
One of the key changes was redesigning the assembly line to minimize unnecessary motion and transportation of parts. This alone reduced cycle time by 15%.
4. **Quality Circles:**
Teams of workers formed "Quality Circles" to analyze recurring defects and implement solutions. One significant improvement involved recalibrating a frequently used machine, reducing defect rates by 40%.
5. **Kaizen Events:**
AAC held monthly Kaizen events where employees collaborated with management to identify bottlenecks and test quick solutions.

After six months of Kaizen implementation Production efficiency increased by 25%. Defect rates decreased from 10% to 4%. Employee morale and job satisfaction rose, as workers felt valued for their contributions.

While AAC achieved significant progress, sustaining Kaizen required continuous training, leadership support, and mechanisms to track the effectiveness of implemented changes.

Answer the following Questions

- 1) What is Kaizen, and how does it differ from other process improvement strategies?
- 2) What steps should AAC take to ensure the long-term sustainability of Kaizen practices?
- 3) How did AAC empower employees to participate in the Kaizen process and why is this important?

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MBA 502-Organization Behaviour

(2272410002)

Total Pages : 2]

Time: 3 Hours

Max. Marks : 60

Instructions

1. Do not write anything on question paper except seat no
2. Each question carry 12 Marks
3. Attempt any 3 questions from section-I and Any 2 from section 2

SECTION-I

1. What do you mean by OB? Explain the key elements and the importance of OB in organization? 12
2. Write in detail about types, components and functions of attitudes? 12
3. How we can apply OB concept in real world scenarios, explain with suitable example? 12
4. Write the difference between authority, power and leadership? 12
5. Write note on emerging trends in OB and future directions? 12

SECTION-II

6. Viraj Construction Ltd., a leading construction firm, was awarded a major project to build a commercial complex within 18 months. The project team included architects, engineers, procurement managers, and construction workers. Midway through the project, a dispute arose between the engineering team and the procurement department. The engineers requested high-grade materials to ensure durability, but the procurement team argued that the budget allowed only for standard-grade materials. The conflict escalated, causing delays in material delivery and halting construction for two weeks. Further tension arose when the project manager intervened and sided with the procurement team without consulting the engineers. This led to resentment among the engineers, who felt their expertise was undervalued. Team morale dipped, and communication between departments broke down. 12

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The conflict resolution process not only resolved the immediate issue but also improved inter-departmental relationships. The project was completed with only a minor delay, and the quality of the structure received positive feedback from the client.

Answer the following

1. What were the primary causes of conflict in the project team at Viraj Construction Ltd.? How did these factors affect the project timeline?
2. Discuss the role of the project manager in conflict resolution. What mistakes did the manager make, and how were they addressed?
3. Identify three key lessons from this case study that can help future managers handle conflicts effectively.

- | | | |
|----|---|----|
| 7. | Describe stages, properties and processes of group development? | 12 |
| 8. | Write short note on (any 2) | 12 |
| a) | Motivation –Hygiene Two factor theory | 6 |
| b) | Transactional analysis and Johari window | 6 |
| c) | Learning | 6 |

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BABU-181

MBA-503 Managerial Economics

(2272410003)

Total Page : 1]

Time: 2 Hours

Max. Marks : 30

Instructions

1. Do not write anything on question paper except seat no
2. Each question carry 10 Marks
3. Attempt any 2 questions from Section-I and Any 1 from Section-II

SECTION-I

1. Define Managerial Economics with meaning. Explain the Nature and Significance of Managerial Economics. 10
2. What do you mean by Demand? Explain the Law of Demand & Determinants of Demand. 10
3. Describe Concept of Product Pricing. Describe Marginal Cost Pricing & Penetration pricing. 10

SECTION-II

4. Define Revenue. Explain Revenue Curves under Perfect Competition 10
5. Write short note on (any 2) 10
 - a) Determinants of Supply. 5
 - b) Monopolistic competition 5
 - c) Factors Affecting Pricing Decisions 5

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BABU-182

MBA-504 : Business Accounting and Costing

(2272410004)

Total Pages : 3]

Time: 3 Hours

Max. Marks : 60

Instructions

1. Do not write anything on question paper except seat no
2. Each question carry 12 Marks
3. Attempt any 3 questions from Section-I and Any 2 from Section-II

SECTION-I

1. Following Trial Balance has been extracted from the books of Mr. Prasad on 12 31st March, 2021

Particulars	Dr. (Rs.)	Particulars	Cr. (Rs.)
Machinery	400000	Capital	900000
Cash at Bank	100000	Sales	1600000
Cash in hand	50000	Sundry Creditors	450000
Wages	100000	Interest received	30000
Purchases	800000		
Stock on 01/04/20	600000		
Sundry Debtors	440000		
Bills Receivable	290000		
Rent	45000		
Commission	25000		
General Expenses	80000		
Salaries	50000		
	2980000		2980000

Additional Information:

1. Outstanding salaries were Rs. 45000
2. Depreciate Machinery at 10%
3. Wages outstanding were Rs. 5000
4. Rent prepaid Rs. 10000
5. Provide for interest on capital @ 5% per annum
6. Stock on 31st March, 2021 Rs. 800000

Prepare Trading and Profit and Loss Account for the year ended 31st March, 2021 and Balance Sheet as at that date.

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2. Journalise the following transactions in the books of Pradnya: 2018

12

Jan. 1 Commenced business with cash 50,000
Jan. 3 Paid into bank 25,000
Jan. 5 Purchased furniture for cash 5,000
Jan. 8 Purchased goods and paid by cheque 15,000
Jan. 8 Paid for carriage 500
Jan. 14 Purchased goods from Rohit 35,000
Jan. 18 Cash Sales 32,000
Jan. 20 Sold goods to Shetty on credit 28,000
Jan. 25 Paid cash to Rohit in full settlement 34,200
Jan. 28 Cash received from Shetty 27,500
Discount allowed to him 500
Jan. 31 Paid rent for the month 2,000
Jan. 31 Withdrew from the bank for private use 2,500

3. Prepare a Cost Sheet from the following information:

12

Particulars	Rs.
Raw Material Consumed	70000
Carriage Inwards	2000
Factory Rent	2400
Bad debts	440
Printing and Stationery	620
Legal Expenses	350
Carriage Outwards	1540
Indirect Material	560
Power	4600
Depreciation on furniture	160
Postage Expenses	465
Repairs to Plant & Machinery	1200
Salesman Expenses	3400
Advertising	500
Direct Wages	85000
General Manager's Salary	36000
Factory Manager's Salary	18000
Depreciation on Plant & Machinery	1240
Audit Fees	350

4. From the following particulars, prepare stores ledger account for the month of January 2018 12

1	Opening Stock	1000 units @Rs. 26 each
5	Purchased	500 units @ Rs. 24.50 each
7	Issued	750 units
10	Purchased	1500 units @Rs. 24 each
12	Issued	1100 units
15	Purchased	1000 units @Rs. 25 each
17	Issued	500 units
18	Issued	300 units
25	Purchased	1500 units @Rs. 26 each
29	Issued	1500 units

Adopt the FIFO Method of issue and ascertain the value of closing stock

5. Cash Book of John shows a balance of Rs. 12500. On comparing the Cash Book with the Pass Book, following discrepancies were noted: 12
1. Cheques issued but not yet presented for payment Rs. 6000
 2. Cheques deposited in the bank but not collected Rs. 9000
 3. Bank paid insurance premium Rs. 5000
 4. Bank charges Rs. 300
 5. Directly deposited by a customer Rs. 8000
 6. Interest on Investment collected by bank Rs. 2000
 7. Cash discount allowed of Rs. 200 was recorded on the debit side of the Bank column

SECTION-II

6. Explain Accounting Concepts and Conventions with examples in detail? 12
7. Discuss the objectives, importance and advantages of Cost Accounting 12
8. Write short note on (any 2) 12
- a) IFRS 6
 - b) Techniques of Inventory Management 6
 - c) Time Keeping and Time booking 6

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BABU-183

MBA-505 : Operation Management
(2272410005)

Total Page : 1]

Time: 3 Hours

Max. Marks : 60

Instructions

1. Do not write anything on question paper except Seat number
2. Graph or Diagram should be drawn by black HB pencil
3. Each question carries 12 marks
4. Attempt any 3 questions from section I and any 2 questions from section II.
5. Students should note no supplement will be provided

Section- I (Attempt any 3 questions)

1. Describe Nature and Scope of Operation Management. Describe role of Operation Manager. 12
2. Explain the term Process Planning. Discuss importance of Routing and Scheduling in production planning and control. 12
3. Why is Facility Location planning being important? Discuss factors affecting Location selection. 12
4. Explain importance of Material Management. Discuss factors influencing material planning. 12
5. Explain the term Facility Layout. Describe various types of layouts along neat sketches. 12

Section- II (Attempt any 2 questions)

6. Explain the concept of Supply Chain Management (SCM). Compare between Value analysis and Value engineering. 12
7. What is mean by Method Study. Discuss scope and steps involved in Method study. 12
8. Write short notes on (Any 2) 12
 - a) Importance of Quality management
 - b) Time study and steps in making time study
 - c) Necessity and scope of work measurement.

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BABU-185

MBA-506-B : Computer Applications in Business
(2272410062)

Total Page : 1]

Time: 3 Hours

Max. Marks : 60

Instructions:

- 1) Do not write anything on question paper except seat number.
- 2) Attempt any 3 questions from section – I and any 2 questions from section - II

Section – I

1. Define Computer Network. Describe different Network Topologies and Networking devices in brief. 12
2. What do you mean by Digital Enterprise? Discuss different Digital Business applications with example. 12
3. Explain the concept of Word Processing. Describe the term Mail-Merge. Also write down the steps to create mail-merge application using MS-Word. 12
4. What is Spreadsheet? Enlist and explain different mathematical and logical functions used in MS-Excel with example. 12
5. Describe the different E-Commerce Business models. Also discuss the impact of E-commerce on Business, Government and Customers. 12

Section – II

6. How to apply Transition and animation effect to a power-point presentation. Also explain the advanced features of Slide Master. 12
7. What is SAP? State advantages and disadvantages of SAP. 12
8. Write short notes on any two: 12
 - a) Classification of Computer
 - b) Lookup function in MS-Excel
 - c) Cloud Computing

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BABU-186

RM-507 : Research Methodology

(2272410007)

Total Page : 1]

Time: 3 Hours

Max. Marks : 60

Instructions

1. Do not write anything on question paper except seat no
2. Each question carry 12 Marks
3. Attempt any three questions from Section I and any two questions from Section - II

SECTION-I

1. Explain the Research process with a suitable diagram. 12
2. What do you mean by Research? Explain its objectives and types? 12
3. Define Research report and Explain various components of Research report. 12
4. What are the factors affecting research design? Describe the features of good research design. 12
5. What do you mean by hypotheses? Give the procedure for hypotheses testing. 12

SECTION-II

6. Explain the process of calculating Frequencies. Descriptive statistics and Chi-square analysis through SPSS. 12
7. Evaluate the different methods of Collecting Secondary data. 12
8. **Write short note on (any 2)** 12
 - A Difference Between Survey and Experiment
 - B Research Problem.
 - C Importance of Research.

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