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MBA I SEM

REGULAR & SUPPLEMENTARY EXAMINATIONS

MARCH 2024



Subject Code: 19MBA1TH01

MBA - I Semester Regular & Supple Examinations, Mar 2024

MANAGEMENT THEORY AND ORGANIZATIONAL BEHAVIOUR

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

Google Inc came to life with the two brilliant people as the founder of the company. Those two were Larry Page and Sergey Brin. Both of them are a PhDs holder in computer science in Stanford University California. In their research project, they came out with a plan to make a search engine that ranked websites according to the number of other websites that linked to that site. on September 15, 1997 where Google.com domain was registered. Soon after that, on September 4, 1998, they formally incorporated their company, Google Inc, at a friend's garage in Menlo Park California. In March 1999, the company moved into offices at 165 University Avenue in Palo Alto. After that, the company leased a complex of buildings in Mountain View. Ever since then, the location of the headquarter remain unchanged.

Google's core business is to provide a search engine for the cyber user who would like to go to their desire site. The Google search engine attracted a number of internet users by its sleek and simple design but result in amazing search result. After having some experience in the industry, Google itself launched its own free web-based email service, known as Gmail in 2004. This service is established to meet the need of the cyber user in order to store and send their document through online. In the same year, one of the most captivating technologies that Google had launched is the Google Earth. Google also had its own Google Video which allows user to search the internet for videos. One of the most important things in the Google Inc is that they have a strong organizational culture which brings them closer and stronger compare with other firms. The values that they emphasis on are creativity, simplicity and innovation in order to gain competitive advantage against their competitor.

The Google Culture

Google is well known for their organizational cultures distinctiveness and uniqueness compared to their immediate competitors. On the Google corporate website, they have listed down 10 core principles that guide the actions of the entire organization. These values are also termed as 'espoused values', where it is not necessarily what the organization actually values even though the top executives of the company embrace them.

In Google, the daily organizational life is distinctive and is one that thrives on informal culture. The rituals that portray the organization's culture as unique and possesses a small-company feel are portrayed daily at lunchtime, where almost all employees eat together at the many various office cafes while at the same time having an open, relaxed conversations with fellow Googlers that come from different teams. Also, because one of the Google culture's main pillars are the pillar of innovation, every Googler are very comfortable at sharing ideas, thoughts, and opinions with one another in a very informal working environment. Every employee is a hands-on contributor and everyone wears several hats. Sergey and Brin also plays a big part of laying the foundation on what the Google culture is and the founders have continued to maintain the Google Way by organizing a weekly all-hands "TGIF" meetings for employees to pose questions directly at them.

Here are some of a few of their core principles which will provide a look into Google's management philosophy and the type of culture they want to possess:

In Google, the motivated employees who 'live' the Google brand and are aligned to the company call themselves 'Googlers'. Even former employees of Google have a name which they refer to themselves as 'Xooglers'. This shows that in Google, their employees are so involved in the organization that they have their own symbolic name that mirrors the organization's name and image, which is a sure sign of existing strong cultural values that are present within the company.

After tremendous growth in Google, the organization moved from a humble office building in Palo Alto, California back in its early days to its current office complex bought over from Silicon Graphics. The complex is popularly known as the Googleplex, which is a blend of the word 'Google' and 'complex'. Googleplex is the result of a careful selection that serves to establish Google's unique and individualistic culture in the eyes of the employees and the public. The corporate campus is built to provide a very fun, relaxed and colorful environment both inside and outside. Innovative design decisions provides Google employees 2000 car lots underground and interesting architectures., a bronze casting of a dinosaur fossil, a sand volleyball court, heated "endless pools" and also electric scooters along with hundreds of bikes scattered throughout the complex for Googlers to get to meetings across campuses. Googleplex is a significant departure from typical corporate campuses, challenging conventional thinking about private and public space. This also points out the alignment of values that are present in Google's culture such as innovation, fun, laid-back, creativity and uniqueness that clearly shows that their organizational culture is truly unique and different from that of their competitors and other organizations.

Within the Googleplex, a truly attractive, fun and extraordinary workplace environment exists for Google employees. The lobby contains a grand piano and a projection of current live Google search queries. The employees' various needs are also taken care of by facilities such as the 19 cafes on campus which serves a variety of food choices for their diverse workforce, a gym, massage parlor, laundromats, and even micro kitchens, which provides snacks for employees who want a quick bite. This ensures that employees can be more productive and happy without ever leaving the workplace. A manifestation of Google's creative and innovative culture is shown by the unconventional building design with high ceilings to let natural light in, durable floors made of tiny quartz stones, working British phone booths splashed in Google colors, and lounges that also serve as DIY libraries with cleverly placed low-reach book racks adorned with colorful Lego sets and cubes. All these innovative, creative and colorful designs are symbols of Google's unique organizational culture that emphasizes on continuous innovation.

Google engages their employees by applying adaptive culture in the organization. From their core competency in search engine technology, Google has responded to customers change in needs by expanding onto the mobile market. The employees analyze, anticipate and seek out the opportunities to improve the organization's performance by being proactive and quick in coming out with new technologies and solutions for mobile services. It aims to help people all over the world to do more tasks on their phone, not to mention the several different ways to access their Google search engine on a mobile phone. In addition, Google recently entered the smartphone market by launching the Google Nexus One smartphone in response to customer's increasing need for smartphones, which is gaining ground on popularity because everyone is going mobile in the Information Age. This is the result of Google employees' common mental model that the organization's success depends on continuous change to support the stakeholders and also that they are solely responsible for the organization's performance. The employees also believe that by entering into other markets beyond their core competency, the change is necessary and inevitable to keep pace with an ever changing and volatile technological market.

Google's organizational culture places a huge importance of trust and transparency by having an informal corporate motto namely "Don't be evil". This slogan has become a central pillar to their identity and a part of their self-proclaimed core principles. It also forms the ethical codes of the organization where Google establishes a foundation for honest decision-making that disassociates Google from any and all cheating. Its ethical principles means that Google sets guiding principles for their advertising programs and practices, which is where most of their revenues come from. Google doesn't breach the trust of its users so it doesn't accept pop-up advertising, which is a disruptive form of advertisement that hinders with the user's ability to see the content that they searched. And because they don't manipulate rankings to put any of their partners higher in their search results or allow anyone to buy their way up the PageRank, the integrity of their search results are not compromised. This way, users trust Google's objectivity and their ethical principles is one of the reasons why Google's ad business had become so successful. The founders of Google believe strongly that 'in the long term we will be better served, as shareholders and in all other ways, by a company that does good things for the world even if we forgo some short term gains.'

Questions:

1. Discuss the Organisation Culture at Google Inc.
2. "Satisfied employees not only increase productivity and reduce turnover, but also enhance creativity and commitment". True or false? Substantiate your answer with suitable points from the above case study.

PART-B

4X 12 = 48

2. Explain the principles of management as outlined by Henri Fayol.
3. (a) Define Planning. What are its features and importance?
(b) Explain the process of Management by Objectives.
4. (a) Differentiate between flat organisation and tall organisation with suitable examples.
(b) Explain the significance of informal organisation.
5. Establish control systems for the following departments with suitable illustrations
 - a) Production department
 - b) Finance department and
 - c) Marketing department
6. (a) How does organisation climate effect the motivation of its employees?
(b) How do you create, maintain and modify the organisation culture?
7. (a) Why change efforts are always resisted? How do you overcome such resistance?
(b) Explain the concept of conflict management with its Process.



Subject Code: 19MBA1TH02

MBA - I Semester Regular & Supple Examinations, March-2024
ECONOMICS FOR MANAGERS

Time: 3 hours

Max Marks: 60

Question Paper Consists of Part-A and Part-B.

Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. A store sells t-shirts. The average selling price is Rs. 15 and the average variable cost (cost price) is Rs. 9. Thus, every time the store sells a shirt it has Rs. 6 remaining after it pays the manufacturer. This Rs. 6 is referred to as the unit contribution.
- (a) Suppose the fixed costs of operating the store (its operating expenses) are Rs. 100,000 per year. Find Break-even in units?
- (b) If the owner desired a profit of Rs. 25,000, what will be break-even point in Rupees?
- (c) If fixed costs rose to Rs. 110,000, break-even in units volume would be?
- (d) If the average selling price rose to Rs.16, break even volume would fall?

PART-B

4 X 12 = 48

2. (a) Describe that how does managerial economics relate with other disciplines.
(b) Critically evaluate the role of managerial economist in the modern business world.
3. (a) What are the basic principles of managerial economics? Explain discounting principle with example?
(b) Explain the law of Equi-marginalism with suitable examples.
4. (a) Explain various types of cross- price elasticity of demand.
(b) Summarise the advantages and disadvantages of quantitative and qualitative demand forecasting techniques.
5. (a) Briefly explain the concept of marginal rate of technical substitution? How to calculate MRTS?
(b) What are the factors behind law of returns? Categorise the law of returns and explain them in brief with illustrations wherever necessary.
6. (a) Discuss the behaviour of average cost curve in the short period and long period.
(b) What are the assumptions underlying cost-volume-profit analysis? Since these assumptions may not meet in any given situation, are the results of CVP analysis totally useless to management?
7. (a) Describe cost oriented pricing methods followed in managerial economics.
(b) Describe how price and output is determined in perfect market structure.



Narasaraopeta Engineering College (Autonomous)

Kotappakonda Road, Yellamanda (P.O), Narasaraopet- 522601, Guntur District, AP.

Subject Code: 19MBA1TH03

MBA - I Semester Regular & Supple Examinations, March-2024

ACCOUNTING FOR MANAGERS

Time: 3 hours

Max Marks: 60

Question Paper Consists of Part-A and Part-B.

Answering the question in Part-A is Compulsory & Four Questions should be answered from

Part-B. All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12M

1. From the following information calculate a) Current Ratio b) Quick Ratio
c) Super Quick Ratio of AB Co. and XY Co.

Balance Sheet as on December 31st 2019

Liabilities	AB Co	XY Co.
Preference Share Capital	1,40,000	1,80,000
Equity Share Capital	1,70,000	4,20,000
Reserves and Surpluses	15,000	20,000
Long – term Loans	1,20,000	1,40,000
Sundry Creditors	15,000	5,000
Bills Payable	2,000	-----
Outstanding Expenses	11,000	7,000
Proposed Dividend	12,000	92,000
	4,85,000	8,64,000
Assets	AB Co	XY Co.
Land and Buildings	90,000	1,43,000
Plant and Machinery	3,54,000	6,20,000
Temporary Investments	3,000	45,000
Inventories	15,000	31,000
Book – Debts	10,000	9,000
Cash and Bank balance	12,000	13,000
Prepaid Expenses	1,000	3,000
	4,85,000	8,64,000

PART-B

4 X 12 = 48

2. Describe the significance of Accounting. Elaborate the Accounting Process.
3. Classify the various Accounts. Discuss the rules of Debit and Credit.
4. From the following information, prepare the Profit & Loss account.
Gross profit from the trading account 1,00,000k; Manager Salary 30,000 Office lighting 5,000; Office Rent 15,000; Local Taxes 1,000; Salary paid to salesmen 20,000; Commission charges paid 10,000; Legal charges paid 3,000 Bad debts 1,500; Advertising charges 25,000; Package charges 7,500; Discount allowed 3,000; Discount received 4,000; Dividend received 2,000; Rent received 1,000; Depreciation charges 10,000; Repairs and Maintenance 2,500; Interest on loans 1,500 Interest on Loans Received 500
5. Discuss the various methods of Depreciation. State the causes of Depreciation.
6. Enumerate the various methods of Inventory Valuation. Write about the objectives of Inventory Valuation.
7. State the limitations of Ratio Analysis. Classify the various Ratios



Narasaraopeta Engineering College (Autonomous)

Kotappakonda Road, Yellamanda (P.O), Narasaraopet- 522601, Guntur District, AP.

Subject Code: 19MBA1TH04

MBA - I Semester Regular & Supple Examinations, March-2024 MANAGERIAL COMMUNICATION AND SOFT SKILLS

Time: 3 hours

Max Marks: 60

Question Paper Consists of Part-A and Part-B.

Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. Indane Biscuits is located in an industrial area. The biscuits factory employs labour on a daily basis. The management does not follow statutory regulations and are able to get away with violations by keeping the concerned inspectors in good books.

The factory has a designated room to which employees are periodically called either to hire or to fire. As part of National Safety Day, the Industries Association, of which the Indane Biscuits is a member, decided to celebrate collectively at a central place. Each of the members was given specific tasks.

The personnel Manager, Indane Biscuits, desired to consult his supervisors and to inform everybody through them to be present in the room meant for hiring and firing. As soon as the supervisors read the memo they all got panicky thinking that now it was their turn to get fired. They started having "hush-hush" consultations. The workers also learnt about it and since they had a lot of score to settle with the management, they extended their sympathy and support to the supervisors. As a consequence everybody struck work and the factory came to a grinding halt.

In the meantime, the Personnel Manager was unaware of the developments and when he came to know of it, he went immediately and tried to convince the supervisors about the purpose of inviting them and the reason why that particular room was chosen. The Personnel Manager had selected the room because no other room was available. But, the supervisors and the workers were in no mood to listen.

The Managing Director, who rushed to the factory on hearing about the strike, also couldn't convince the workers. The matter was referred to the labour department. The enquiry resulted in all irregularities of the factory getting exposed and imposition of heavy penalties. The Personnel Manager was sacked. The factory reopened after prolonged negotiations and settlements.

Questions:

1. Identify the communication barriers in this case.
2. Identify the flow of communication in Indane Biscuits.
3. What role did grapevine play in Indane Biscuits?

PART-B

4X 12 = 48

2. (a) What is communication? Explain the nature and scope of communication with suitable examples.
3. "7 C, s of communication plays important role in communication". Justify by briefly explaining each of them?

4. (a) Discuss the essentials of a good report.
(b) Explain different types of formal letters used in an organisation.
5. What is effective writing? Explain its essential elements.
6. What do we mean by Audio-Visual aids? Are Audio Visual aids important in effective presentation?
7. Provide your opinion on whether the impact of computer technology in communication on society has been positive or negative.



Subject Code: 19MBA1TH05

MBA - I Semester Regular & Supple Examinations, March-2024
BUSINESS ENVIRONMENT

Time: 3 hours

Max Marks: 60

Question Paper Consists of Part-A and Part-B.

Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. Toyota UK

Toyota's origins can be traced back to the early twentieth century when the inventor of Japan's first automatic loom, Sakidū Toyoda, established a spinning and weaving company. By the 1930s, using funds from selling patent rights to a British machine maker, the company had begun to invest in automotive technology research and soon produced its first prototype passenger vehicle. In August 1937, Kiichiro Toyoda, the son of the original owner, established the Toyota Motor Company, beginning mass production at its Koromo plant in 1938, just before the outbreak of the Second World War.

Despite experiencing considerable difficulties in the post-war period, Toyota recommenced production and began to build up a sales network to market its vehicles. In 1950, the company was split into two parts – production and sales – with the Toyota Motor Company the manufacturing arm of the organisation. Using techniques which have subsequently been emulated by other large companies (e.g. total quality control, just-in-time), Toyota began to increase its output and sales and was beginning to make significant inroads into overseas markets by the mid- 1960s. By 1982, when the sales and manufacturing arms of the organization merged to form the Toyota Motor Corporation, export sales of vehicles had exceeded domestic registrations and Toyota had grown into a large multinational corporation with a range of interests in various parts of the world.

For much of the early post-war period, Toyota focused its attention on the American market and established sales facilities in California in 1957, to be followed by a design base in 1973 and a joint production venture with General Motors in 1984. Less than two years later, the Corporation established its first wholly owned production plant at Georgetown in Kentucky, from which the first of many US-built Toyotas emerged in 1988.

Toyota's development in post-war Europe proceeded along broadly similar lines, with the company establishing local sales and distribution networks, followed by design and production facilities. Initially, production took place under licence (e.g. in Portugal in 1968) or through joint ventures (e.g. with Volkswagen in 1989) and was restricted to commercial vehicles and fork-lift trucks. By the late 1980s, however, the company had signalled its intention of establishing a passenger vehicle manufacturing facility in Europe, as part of its programme of overseas market development. This plant was opened in mid-1992 at Burnaston near Derby and was followed by the opening of an engine plant at Deeside, North Wales, some months later.

Toyota's decision to establish production facilities in Europe is best understood against the political and economic realities of the period. Japan's post-war success in export markets had, by the 1980s, given rise to a huge Japanese balance of payments surplus that was bitterly resented by US and European governments and became the focus of attention in numerous meetings of the G7 countries. As part of this success, the Japanese car industry was under pressure from US and European car manufacturers and their governments to restrain exports, and this ultimately

culminated in a system of agreed voluntary restraints (known as VERs) by Japanese car producers, for fear of more draconian measures. Since these restraints did not apply to vehicles produced by Japanese factories overseas ('transplants'), establishing a manufacturing presence outside Japan made sound commercial and political sense. This was particularly true in western Europe, where the EU's Common External Tariff made cars imported from Japan more expensive to consumers and hence relatively less competitive than locally produced vehicles.

The EU's decision to establish a 'single market' within the Union added a further impetus to the decision by Japanese car manufacturers (and others) to seek a European presence. The fact that the United Kingdom was a favoured location for Toyota – and for many other Japanese companies – is not difficult to explain. Apart from providing direct access to the largest single market for motor vehicles in the world, the United Kingdom had a substantial market in its own right and a developed vehicle manufacturing industry with a significant parts and component sector. Added to this, the favourable response given to direct foreign investment by United Kingdom national and local government – including the use of financial and other inducements – made the United Kingdom an attractive proposition and a location of minimal risk for investing multinational corporations.

As far as the choice of Burnaston was concerned, this seems to have been dictated by economic and commercial rather than political factors, although Derbyshire County Council actively lobbied the parent company and offered it a number of inducements to locate in the Midlands. Being centrally placed in Britain and close to the M1, Burnaston offered direct access to all parts of the country and a relatively quick route to the Continent, via the ports and the Channel Tunnel. It also boasted a highly skilled local workforce, a developed infrastructure and a large site with room for further expansion.

There is no doubt that the multi-million Toyota development in Derbyshire has had a considerable impact on the local economy. Apart from the jobs created in building and operating the car plant, further employment has been created directly among local component suppliers and indirectly amongst those involved in providing services and materials and from the extra spending resulting from the growth of jobs. The area has also benefited from the prestige of having attracted a famous company to invest and this is expected to encourage investment by other overseas organisations. How far these gains will ultimately be at the expense of the other car-producing areas of Britain still remains to be seen, but economic analysis suggests they may prove significant.

Case study questions

1. What do you think are the key factors which have made the UK an attractive location for direct foreign investment?
2. To what extent do you think the expansion of the European Union will affect future inward investment decisions?

PART-B

4X 12 = 48

2. Describe the term Business Environment. Classify the various Internal and External Environmental factors affecting the business decisions.
3. List out the functions of NITI Ayog. Present the various Programmes and Schemes implemented by the Government of India during Five Year Plans.
4. Present the important components of Balance of Payments Account. Write about the critical analysis of recent fiscal of Government of India.
5. Distinguish between WTO and GATT. Discuss the Dispute Settlement Mechanism of WTO.
6. Elucidate the various Restrictive Trade Practices. Brief about the Competition Act, 2002
7. Illustrate the Technology Life Cycle. Debate the various methods of Technology Transfer.



Subject Code: 19MBA1TH06

MBA - I Semester Regular & Supple Examinations, March-2024
QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from **Part-B**
All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. A company has three operational departments (weaving, processing and packing) with capacity to produce three different types of cloths namely, suitings shirtings and woolens yielding the profit of Rs.2, Rs.4 and Rs.3 per meter respectively. One meter suiting requires 3 minutes in weaving, 2 minutes in processing and 1 minute in packing. One meter of shirting requires 4 minutes in weaving, 1 minute in processing and 3 minutes in packing, while 1 meter woolen requires 3 minutes in each department. In a week, total run time of each department is 60, 40 and 80 hours of weaving, processing and packing departments respectively. Formulate the linear programming problem to find the product mix to maximize the profit.

PART-B

4X 12 = 48

2. (a) An insurance company insured 2000 scooter drivers 4000 car drivers and 6000 truck drivers. The probability of accidents is 0.01, 0.03 and 0.15 respectively. One of the insured person met with an accidents. What is the probability that he is (i) Scooter driver, (ii) Truck driver.
(b) What are measures of central tendency? Write short notes of individual. Write the relation between Mean, Median and Mode.
3. Solve the following by using simplex method
Max $z = 7x_1 + 5x_2$ subject to the constraints
 $x_1 + 2x_2 \leq 6$, $4x_1 + 3x_2 \leq 12$, $x_1, x_2 \geq 0$.
4. Determine an initial basic feasible solution to the following transportation problem using North-West corner rule.

		I	II	III	IV	Supply
	A	13	11	15	20	2000
From	B	17	14	12	13	6000
	C	18	18	15	12	7000
Demand		3000	3000	4000	5000	

5. (a) Solve the following game by the principle of dominance.

		Player B strategies			
		I	II	III	IV
Player A strategies	1	8	10	9	14
	2	10	11	8	12
	3	13	12	14	13

(b) Explain the following two person zero sum game.

6. (a) Discuss various types of replacements with suitable examples.

(b) A firm is thinking of a replacing a particular machine whose cost price is Rs. 12, 200. The scrap price of this machine is only Rs. 200. The maintenance cost is to be as follows:

Year	1	2	3	4	5	6	7	8
Maintenance cost in Rs.	220	500	800	1200	1800	2500	3200	4000

7. (a) Write the differences between PERT and CPM.

(b) Calculate the earliest start, earliest finish, latest start and latest finish of each activity of the project given below and determine the critical path of the project.

Activity	1-2	1-3	1-5	2-3	2-4	3-4	3-5	3-6	4-6	5-6
Duration in weeks	8	7	12	4	10	3	5	10	7	4
