

CHOICE BASED CREDIT SYSTEM
MBA SECOND SEMESTER DEGREE EXAMINATION OCTOBER 2023
Cost and Management Accounting

Duration:3 Hours

Max Marks:70

Section- A**A. Answer any Five of the following :****5 ×10= 50**

1. Synthesize a comprehensive overview of the diverse tools and methodologies commonly employed in the field of management accounting, considering their applications in analyzing financial data and supporting managerial decisions.
2. a. Calculate labour cost variances, Labour rate variance, Labour efficiency variance and labour idle time variance from the given information:

Gross Direct wages – ₹ 30,000

Standard hours- 1,600

Standard rate/Hr – ₹15

Actual hours paid – ₹ 1,500

Actual hours paid include hours not worked

Abnormal idle time: 50

(5 Marks)

- b. The standard labour composition of actual labour composition engaged in 10 weeks for job are as under:

Grade	Standard		Actual	
	Number of workers	Weekly wage rate	Number of workers	Weekly wage rate
A	40	80	50	70
B	50	70	60	75
C	30	50	10	60

This work is actually completed in 12 weeks. Calculate labour cost variance, labour rate variance, labour efficiency variance and labour mix variance.

(5 Marks)

3. Budgeted production and production costs for the year ending 31st December are as follows:

	PRODUCT- X	PRODUCT -Y
Production (units)	2,20,000	2,40,000
Direct material/unit	₹ 12.5	₹19.0
Direct wages/unit	₹ 4.5	₹7.0
Total factory overheads for each type of product (variable)	₹ 6,60,000	₹9,60,000

A company is manufacturing two products X and Y. A forecast about the number of units to be sold in the first seven months is given below:

MONTH	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY
Product – X	10,000	12,000	16,000	20,000	24,000	24,000	20,000
Product – Y	28,000	28,000	24,000	20,000	16,000	16,000	18,000

It is anticipated that:

- There will be no work-in-progress at the end of any month.
- Finished units equal to half the sales for the next month will be in stock at the end of each month (including December of previous year).

Prepare for 6 months ending 30th June a Production Budget and a summarised cost of production budget

4. a. Analyze the concept of Differential Costing and enumerate at least five distinctions between Marginal Costing and Differential Costing, highlighting their respective applications and implications in cost analysis. **(5 Marks)**

b. A small scale manufacturer produces an article at the operational capacity of 10,000 units, while the normal capacity of the plant is 14,000 units.

Working at a profit margin of 20% on sales realisation, Mr A has formulated his budget as under:

Particulars	10,000	14,000
	₹	₹
Sales realisation	2,00,000	2,80,000
Variable Overheads	50,000	70,000
Semi-variable Overheads	20,000	22,000
Fixed Overheads	40,000	40,000

He gets an order for a quantity equivalent to 20% of the operated capacity and even on this additional production profit margin is desired at the same percentage on sales realisation as for production to operated capacity. Assuming Prime cost is constant per unit of production.

What should be the minimum price to realise this objective?

(5 Marks)

5. MS Company Ltd. is a leading manufacturer of a certain consumer durable product. The company has two divisions - Engineering and Assembly. The output of the engineering division is transferred to the assembly division for further processing and assembling before being sold to the customer as complete product. Verification of the company's records reveals that the variable cost per unit of the product for engineering and assembly are ₹ 250 and ₹ 300 respectively. The fixed cost of engineering division is ₹ 15,000 and that of the

assembly division is ₹ 10,000. The product variable cost per unit of engineering division is ₹ 400, and the total output is 100 units which are sold to customer on completion @ ₹ 2000 per unit. If the engineering division decides to price its transfers to assembly division at the prevailing (current) market rate of ₹ 1000 per unit for similar products, what is the company's overall profit and so also of its two divisions?

6. Analyze the potential drawbacks or limitations associated with exclusive reliance on black flush costing. Illustrate these limitations with a real-world example from a coal mining company that effectively employed black flush costing.

Section- B (Compulsory)

B. Answer The Following Questions :

1×20= 20

7. Prepare a Cash Budget for the three months ending 30th June, 2021 from the information given below:

(a)

MONTH	SALES (₹)	MATERIALS (₹)	WAGES (₹)	OVERHEADS (₹)
February	14,000	9,600	3,000	1,700
March	15,000	9,000	3,000	1,900
April	16,000	9,200	3,200	2,000
May	17,000	10,000	3,600	2,200
June	18,000	10,400	4,000	2,300

b. Credit terms are: Sales / Debtors : 10% sales are on cash, 50% of the credit sales are collected next month and the balance in the following month. Creditors: Materials 2 months Wages 1/4 month Overheads 1/2 month.

c. Cash and bank balance on 1st April, 2021 is expected to be ₹ 6,000.

d. Other relevant information are:

- i. Plant and machinery will be installed in February 2021 at a cost of ₹ 96,000. The monthly installment of ₹2,000 is payable from April onwards.
- ii. Dividend @ 5% on preference share capital of ₹ 2,00,000 will be paid on 1st June.
- iii. Advance to be received for sale of vehicles ₹ 9,000 in June.
- iv. Dividends from investments amounting to ₹ 1,000 are expected to be received in June.

CHOICE BASED CREDIT SYSTEM
MBA SECOND SEMESTER DEGREE EXAMINATION OCTOBER 2023

Supply Chain Management

Duration: 3 Hours

Max Marks: 70

Section- A

A. Answer any Five of the following :

5×10= 50

1. Examine the critical supply chain decisions that organisations must make. Provide examples of these decisions and their long-term implications for supply chain management.
2. Investigate the role of online sales in modern supply chains. How does the rise of e-commerce influence the design of distribution networks?
3. Explain the importance of demand forecasting in supply chain management. How does accurate demand forecasting benefit an organisation's supply chain operations?
4. Analyse the root causes of the Bullwhip Effect in supply chains. How do factors such as demand variability and order batching contribute to this phenomenon?
5. Analyse the role of transportation in a supply chain. How does an efficient transportation network contribute to supply chain success?
6. Investigate the concept of sustainability in the supply chain. How can organisations integrate sustainable practices into their sourcing and procurement decisions?

Section- B (Compulsory)

B. Answer The Following Questions :

1×20= 20

7. You are the inventory manager for a food distribution company that experiences seasonal spikes in demand. The challenge is to manage inventory efficiently to leverage economies of scale while meeting fluctuating customer requirements. Striking a balance between cost-saving bulk purchases and avoiding excess inventory during non-peak seasons is crucial. The concept of economies of scale in inventory management is central to this caselet. Your objective is to optimise inventory levels to ensure product availability while capitalising on cost efficiencies during peak production. Achieving this balance is vital for maximising profitability in the food distribution business.

Questions:

A. Discuss the concept of economies of scale in inventory management. How can the company benefit from economies of scale while handling seasonal demand variations?

(10 marks)

B. Develop an inventory management strategy that accounts for seasonal demand patterns and leverages economies of scale. How can this strategy ensure product availability while optimising costs?

(10 marks)

CHOICE BASED CREDIT SYSTEM
MBA SECOND SEMESTER DEGREE EXAMINATION OCTOBER 2023

Business Research Methods

Duration:3 Hours

Max Marks:70

Section- A

A. Answer any Five of the following :

5×10= 50

1. Synthesize a comprehensive definition of research while exploring its profound significance and applications within the domain of business.
2. Analyze and dissect the distinct phases encompassed within the scientific research process, emphasizing their interrelatedness and significance.
3. Synthesize a comprehensive definition of sampling design while elucidating its profound significance and role in shaping the research process.
4. Analyze the importance of gathering primary data, while also considering its inherent limitations, and explore strategies for mitigating these limitations.
5. Create a comprehensive guide outlining best practices for interpreting data, encompassing techniques such as data visualization, assessment of statistical significance, and the consideration of practical implications, to facilitate effective and meaningful data analysis.
6. Evaluate and appraise common ethical dilemmas encountered by researchers throughout the research process, and formulate strategies for ethically navigating these challenges, considering the implications for research credibility and ethical standards.

Section- B (Compulsory)

B. Answer The Following Questions :

1×20= 20

7. a. Analyze the distinctions between categorical and non-categorical data types, and provide concrete examples of each data type within the realm of research. (5 Marks)
- b. Evaluate the factors that influence researchers' decision-making processes when choosing between primary data collection methods and secondary data sources, emphasizing the importance of methodological rigor and data quality. (15 Marks)

CHOICE BASED CREDIT SYSTEM**MBA SECOND SEMESTER DEGREE EXAMINATION OCTOBER 2023****Production and Operations Management****Duration:3 Hours****Max Marks:70****Section- A****A. Answer any Five of the following :****5×10= 50**

1. Examine the distinct functional domains within production and operations management.
2. Analyze the impacts of globalization and technological advancements on the formulation of operations strategy.
3. Analyze the key components and foundational principles that constitute the Six Sigma methodology, emphasizing its role in elevating process quality and minimizing defects.
4. Delve into the significance of capacity planning for organizations, emphasizing its role in optimizing resource utilization and effectively meeting customer demands.
5. Analyze the concept of aggregate production planning and elucidate its significance within manufacturing organizations.
6. Discuss the influence of international quality standards, such as ISO 14001 for environmental management, in advancing sustainability efforts within organizations.

Section- B (Compulsory)**B. Answer The Following Questions :****1×20= 20**

7. Analyze the pivotal role of Quality Control Management in shaping customer satisfaction and brand reputation, while also examining the foundational principles of Total Quality Management (TQM) and their intricate connection with Quality Control Management, emphasizing the broader implications for organizational excellence.

CHOICE BASED CREDIT SYSTEM
MBA SECOND SEMESTER DEGREE EXAMINATION OCTOBER 2023
International Business Management

Duration:3 Hours

Max Marks:70

Section- A

A. Answer any Five of the following :**5×10= 50**

1. Differentiate between globalisation and internationalisation. Examine the pros and consequences of globalisation.
2. Evaluate the socio-cultural and ethical environment of international business and its impact on international trade.
3. "IMF and World Banks serve the interests of industrialised nations rather than those of the developing countries". Discuss.
4. Examine the different strategies used to enter the global market.
5. Joint Ventures are one of important strategies of entering international markets. Justify.
6. Examine the reasons for the growth of international business.

Section- B (Compulsory)

B. Answer The Following Questions :**1×20= 20**

7. In the 1940's itself PepsiCo started branching out into the international arena. At first it was into Latin America, the Middle East and the Philippines. Here too Coke had the early bird advantage. Yet the product soon gained popularity. With the Arab countries boycotting Coke, Pepsi enjoyed a monopoly for many years in the Middle East. In the 1950's Pepsi went to Europe and this included Russia, with whom there existed a Cold War by USA. Though there were initial difficulties, getting into Russia was a major breakthrough which the company exploited. The company posted pictures of the then leaders of the United States and Russia sipping the drink. Its arch rival, Coca Cola, was able to enter the Russian markets only after more than 25 years after Pepsi's entry. In many of the countries that Pepsi ventured into comparative advertising was prohibited and in many countries it was not an accepted concept. For example, Pepsi tried its "Pepsi challenge" promotional gimmick in Japan. However, the country and its people were not aware of comparative advertising and

as such the campaign did more harm than good. Hence in Japan they had to break their tradition of running with the global campaign and come up with a campaign that the Japanese would identify with and was more Japanese. The “Pepsiman” was a superhero like figure that was devised by a Japanese person for the Japanese market. The commercial was an instant hit and helped improve Pepsi’s share in the Japanese market by as much as 14%. From Japan Pepsi learned a valuable lesson – the same ad will not have the same effect everywhere. When it comes to cross national advertising, there is always the inherent risk of alienating the people.

Questions :

- a. What challenges Pepsi had to face, If Pepsi would not follow the cultural factors in international marketing environment. **(10Marks)**
- b. Explain the implications of the differences in the socio-cultural environment for business. **(10Mark)**

CHOICE BASED CREDIT SYSTEM
MBA SECOND SEMESTER DEGREE EXAMINATION OCTOBER 2023
Organisational Psychology

Duration:3 Hours

Max Marks:70

Section- A

A. Answer any Five of the following :**5×10= 50**

1. Demonstrate the prominence of interpersonal skills in the workplace.
2. Compare and contrast the major job attitudes.
3. Discuss attribution theory and list the three determinants of attribution.
4. What are some contemporary theories of motivation, and how do they compare to one another?
5. Compare and contrast individual decision-making with group decision-making. What are the advantages and disadvantages of each approach?
6. Investigate the bases of power in leadership. How do different sources of power influence a leader's ability to influence and lead others effectively?

Section- B (Compulsory)

B. Answer The Following Questions :**1×20= 20**

7. You have been looking for a job for a month and are not much closer to finding your dream job. However, you recently interviewed with a company, and after going through several rounds of interviews, the company informed you that it is between you and another candidate. You will be informed of their decision in a few days. Truthfully, you are not particularly interested in the position. Still, you have not received any other job offers, so you decide to wait to see if you are offered the position.

After a few days have passed, you are eventually offered the position. But you are still questioning if you should accept the offer. You were hoping for a higher-level position with a higher salary. Although you would be financially able to support yourself without a job for a few more months, you worry that not having a job may hurt your chances of securing your ideal job. Ultimately you decide to accept the position despite your reservations.

Although you are relieved when you accept the position, as you begin the orientation and training process, you soon realise that this job carries more responsibility than you anticipated. You hoped that it would be a job where you could get by doing a minimal amount of work, and in the meantime, you could apply for other jobs.

Perhaps you should not have taken the job so that you could have devoted more time and energy to finding a job that was a good fit. However, you are learning skills that will likely be useful in the future and help you advance within your field.

Questions

- a. Are there ethical implications for accepting a job that you are not serious about committing to long-term? **(5 marks)**
- b. Before accepting the position, are you obligated to let the employer know your true intentions? Why or why not? **(5 marks)**
- c. Are there any circumstances under which it would be acceptable to take a position even if you cannot commit to staying in the position long-term? **(5 marks)**
- d. Should you wait before deciding if the job is not a good fit for you once on the job? Why or why not? What are the ethical implications for deciding later rather than earlier? **(5 marks)**
