

6/11/24

21BBAC101

Reg No :

CHOICE BASED CREDIT SYSTEM SEMESTER SCHEME
B.B.A. FIRST SEMESTER DEGREE EXAMINATION NOVEMBER 2024
BUSINESS ADMINISTRATION
Management Principles & Practice

Duration: 2 Hours

Max Marks: 60

SECTION A

Answer any TWO of the following:

(2×15= 30)

- 1) Explain the principal contributions of F.W Taylor to the development of management thought.
- 2) What are the different barriers to communication? Explain.
- 3) Explain Maslow's Need Hierarchy Theory of motivation which is considered fundamental to the understanding of motivation.

SECTION B

Answer any THREE of the following :

(3×7= 21)

- 4) Explain the differences between Management and Administration.
- 5) Planning is a pervasive and fundamental function of management. Explain.
- 6) Distinguish between centralisation and decentralisation of authority and responsibility.
- 7) Describe the significance of leadership.

SECTION C

Answer any THREE of the following :

(3×3= 9)

- 8) Who is the father of the human relations approach to management?
- 9) State the meaning of TQM.
- 10) Mention the need for departmentation.
- 11) What is meant by formal leadership?

CHOICE BASED CREDIT SYSTEM SEMESTER SCHEME
B.B.A. FIRST SEMESTER DEGREE EXAMINATION NOVEMBER 2024
BUSINESS ADMINISTRATION
Fundamentals of Business Accounting

Duration: 2 Hours

Max Marks: 60

SECTION A

Answer any TWO of the following:

(2×15= 30)

- 1) From the trial balance of Chandrashekar, prepare final accounts for the year ended 31st March 2021.

Particulars	Debit (Rs)	Credit(Rs)
Drawings	4,500	
Capital		24,000
Purchases	20,000	
Sales	30,500	
Returns Inwards	1,500	
Discounts		1,900
Stock(01.04.2020)	8,000	
Sundry Creditors		10,000
Salaries	4,200	
Bills Payable		2,500
Wages	1,200	
Rent	350	
Bad debts	400	
Discounts	700	
Sundry Debtors	14,000	
Cash in hand	260	
Cash at Bank	5,940	
Insurance	400	

Trade Expenses	300	
Printing	150	
Furniture	2,000	
Machinery	5000	
Total	68,900	68,900

Adjustments:

- a. Closing stock Rs.7000
 - b. Insurance prepaid Rs.60
 - c. Outstanding liabilities: Salaries Rs.200 and Wages Rs.200
 - d. Make provision for doubtful debts at 5% on debtors
 - e. Calculate interest on capital at 5% p.a.
 - f. Depreciation on machinery at 5% and Furniture at 10%
 - g. Reserve for discount on creditors at 1%
- 2) Journalise the following transactions in the books of Sudhama and post them into the various ledger books.
- i. Opened Account in a Bank with Rs.10,000
 - ii. Withdrew from bank for office use Rs.2,000
 - iii. Withdrew from Bank for personal use Rs.500
 - iv. Paid Sunil on account by Cheque Rs.400
 - v. Deposited Radha's cheque into bank for collection Rs.500
 - vi. Bought goods from Amar and paid by cheque Rs.1,000
 - vii. Deposited cash into bank for Rs.600
 - viii. Paid rent by cheque Rs.500
 - ix. Bank paid insurance premium on our behalf Rs.100
 - x. Cash sales deposited into bank Rs.1,000
- 3) The cash book of Mr Anil showed a overdraft balance of Rs. 950. From the following information prepare Bank Reconciliation Statement.
- a) Bank charges not entered in cash book Rs.100.
 - b) Cheque issued but not presented for payment Rs.14000
 - c) Interest on investment entered only in passbook Rs.300
 - d) Bank had wrongly debited Mr Anil's account with Rs.1200.
 - e) A cheque directly deposited by the customer into Mr Anil account Rs.20000
 - f) A cheque directly paid into bank by Rs.1000 by a customer not entered in the cash book.
 - h) Salary paid in cash Rs.6000 was entered in the bank column of the cash book.
 - i) Passbook was credited for Rs.2000 being the amount of a cheque deposited but not entered in the cash book.

j) A cheque issued for Rs.24000 was not entered in the passbook.

k) Cash Rs.6000 deposited into bank was credited in the pass book as Rs.6000.

SECTION B

Answer any THREE of the following :

(3×7= 21)

- 4) What are the limitations of Accounting? Explain.
- 5) Enter the following transactions in Three Column Cash Book:
2020 January
1 Balance of cash in hand Rs.4000 and at bank Rs.16000. Paid Sathish by cheque Rs.9500 in full settlement of his account for Rs.9600
4 Bought goods for cash Rs.800 and for cheque Rs.3000
6 Draw cash for office use Rs.3000
7 Paid wages in cash Rs.2500
8 Paid Umesh Rs.1200 by cheque
10 Sold goods for cash Rs.8000
12 Received cheque from Bhaktha Rs.3200 in full settlement of his account for Rs.3250 deposited Bhaktha's cheque into the bank.
15 Bhaktha's cheque was returned dishonored.
- 6) What is Accounting Information System? Explain its features.
- 7) Enter the following transactions in the Sales Book of Agarkar.
2020 January
Jan 1 Sold to Kapil subject to a trade discount of 10% Rs.5,000
Jan 5 Sold furniture on credit to Prabhakar Rs.4,000
Jan 8 Srikanth purchased goods from us Rs.2,500
Jan 14 Sold goods to Vishwanath worth Rs.4,600 for cash
Jan 20 Sold goods to Shastri Rs.3,000 less 5%
Jan 26 Anil bought goods from us Rs.3,700

SECTION C

Answer any THREE of the following :

(3×3= 9)

- 8) What is Book-Keeping?
- 9) What is an Accounting System?
- 10) Mention the types of cash book.
- 11) What is depreciation?

CHOICE BASED CREDIT SYSTEM SEMESTER SCHEME
B.B.A. FIRST SEMESTER DEGREE EXAMINATION NOVEMBER 2024
BUSINESS ADMINISTRATION
Marketing Management

Duration:2 Hours

Max Marks:60

SECTION A

Answer any TWO of the following:

(2×15= 30)

- 1) Elaborate the role of marketing manager in the development of the economy.
- 2) 'Market segmentation is a marketing strategy of dividing the customers into several homogeneous groups.' In the light of the above statement, describe the bases of market segmentation.
- 3) Describe the factors affecting the distribution channels.

SECTION B

Answer any THREE of the following :

(3×7= 21)

- 4) What is meant by selling? How is it different from marketing?
- 5) "Market segmentation strategy is a customer-oriented philosophy". Examine the above statement.
- 6) What are the disadvantages of digital marketing?
- 7) Describe the various tools of promotion.

SECTION C

Answer any THREE of the following :

(3×3= 9)

- 8) Mention the importance of marketing.
- 9) Write the meaning of market segmentation.
- 10) List the disadvantages of branding.
- 11) Define services marketing.

CHOICE BASED CREDIT SYSTEM SEMESTER SCHEME
BBA FIRST SEMESTER DEGREE EXAMINATION NOVEMBER 2024

BUSINESS ADMINISTRATION

Fundamentals of Business Accounting

Duration:3 Hours

Max Marks:80

Section A

I. Answer any TWO questions:

(2×15= 30)

1. Record the following transactions in a Petty Cash Book with suitable columns. The book is kept on imprest system, amount of imprest being Rs.4,000.

2024	
April 1	Petty cash in hand Rs.540, Received cash to make-up the imprest.
	Paid for office cleaning Rs.100.
April 4	Paid railway fare Rs.320, bus fare Rs.280, wages Rs.150.
April 5	Bought shorthand notebooks for office Rs.370.
April 7	Paid carriage on parcels Rs.150, paid for wages Rs.220.
April 10	Bought stamps for Rs.300, envelopes for Rs.450 and an account register for Rs.400.
April 12	Paid for repairs Rs.200, gave tips to office peon Rs.150.
April 13	Gave charity Rs.100, served tea to customers Rs.250.
April 15	Paid for wages Rs.160, rewards to servant Rs.100.

2. Radhika-Masale' Amravati purchased a Plant on 1st Jan. 2022 for Rs.80,000. A new Plant was also purchased for Rs. 60,000, installation expenses being Rs.10,000 on 1st April 2023. On 1st Jan 2024, a new Plant was purchased for Rs.20,000, by disposing of the 1st Plant at Rs.60,000. Prepare Plant Account and Depreciation Account for 31st March 2022, 31st March 2023, and 31st March 2024, assuming that the rate of depreciation was @ 10% on Diminishing Balance Method.
3. From the following Trial Balance and other information, prepare Trading and Profit and Loss Account for the year ended 31st March, 2024 and Balance Sheet as at

that date:

Particulars	Dr. (Rs.)	Cr. (Rs.)
Sundry Debtors	3,20,000	...
Stock on 1st April, 2023	2,20,000	...
Cash in Hand	350	...
Cash at Bank	15,450	...
Plant and Machinery	1,75,000	...
Sundry Creditors	...	1,06,500
General Expenses	10,750	...
Sales	...	13,45,000
Salaries	22,250	...
Carriage Outwards	4,000	...
Rent	9,000	...
Bills Payable	...	75,000
Purchases	11,88,700	...
Discounts	11,000	...
Premises	3,45,000	...
Capital on 1st April, 2023	...	7,95,000
Total	23,21,500	23,21,500

- Stock on 31st March, 2024 was Rs.1,24,500.
- Rent was unpaid to the extent of Rs.850 and Rs.1,500 were outstanding for General Expenses;
- Rs.4,000 are to be written off as bad debts out of the above debtors; and 5% is to be provided for doubtful debts.
- Depreciate Plant and Machinery by 10% and Premises by 2%.

Section B

II. Answer any THREE questions:

(3×10= 30)

- 4 Explain the differences between IFRS and Ind AS.

5. Journalise the following transactions and post them into Ledger:

2024

Sept 11 Bought one typewriter for Rs. 2,100 from Universal Typewriter Co. on credit.

.. 15 Sold goods to Keshav Ram for Rs. 12,000.

.. 17 Sold goods to Rajesh Kumar for Rs. 2,000 for cash.

.. 21 Paid into bank Rs. 5,800.

.. 30 Paid salaries to staff Rs. 1,500

6. Prepare a Bills Receivable book and Bills Payable book from the following particulars

2024 June 3	Acceptance received from Roy payable after 3 months after date for Rs.6500
5	Accepted Subash draft for Rs.4000 for 2 months
12	Drew bill on Yusuf for Rs.2500 for 3 months
20	Gave Rajesh our acceptance for Rs.5000 payable 4 months after date
22	Roy's acceptance for Rs.6500 was retired under a rebate of Rs.100
25	Received a bill from Naresh for Rs.1000 for 1 month
28	Accepted bill of Patel for Rs.4500 for 2 months
30	Accepted Subash draft for Rs.2000 for 1 month
30	Drew a bill on Yusuf for Rs,2000 for 2 months and accepted by him payable at BOI Delhi

7. On July 01, 2020, Prakash Ltd. Purchased a Machine for Rs.10,08,000 and spent Rs.120,000 on its installation. At the time of purchase it was estimated that the effective commercial life of the machine will be 12 years and after 12 years its salvage value will be Rs.120,000. Prepare machine account in the books of Prakash Ltd. For first three years, if depreciation is written off according to straight line method. The accounts are closed on December 31st, every year.

Section C

III. Answer any FOUR questions :

(4×5= 20)

8. Explain the internal users of accounting information.
9. Prepare a trial balance as at March 31, 2024 based on the following balances:

Capital Rs.1,00,000	Discount allowed Rs.6,000
Drawings Rs.16,000	Bank overdraft Rs.22,000
Machinery Rs.20,000	Bank loan Rs.90,000
Sales Rs.2,00,000	Debtors :
Purchases Rs.2,10,000	Naihu Rs.55,000
Sales return Rs.20,000	Roopa Rs.20,000
Purchases return Rs.30,000	Creditors :
Wages Rs.40,000	Reena Rs.35,000
Goodwill Rs.60,000	Ganesh Rs.25,000
Interest received Rs.15,000	Cash Rs.54,000
Stock on April 01, 2023 16,000	

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10. What are the differences caused by errors in recording transactions in Cash Book and Pass Book?
11. Prepare three column cash book from the following particulars:
2024
January 1 Cash in Hand Rs10,000
Cash at Bank Rs7,500
3 Cash Sales Rs 3,000
6 Issued Cheque to Raju Rs3,500
10 Deposit Cash into Bank Rs1,000
15 Received Cash from Ravi Rs5,600
17 Paid Interest Rs1,200
18 Withdrawn Cash from Bank From Office Use Rs1,000
20 Cash Purchases Rs2,600
25 Paid Salaries By Cheque Rs1,500
30 Received Interest Rs500
12. Explain the advantages of preparing Trading Account.
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CHOICE BASED CREDIT SYSTEM SEMESTER SCHEME
BBA FIRST SEMESTER DEGREE EXAMINATION NOVEMBER 2024
BUSINESS ADMINISTRATION
Principles & Practices of Management

Duration:3 Hours**Max Marks:80****Section A****I. Answer any TWO questions: (2×15= 30)**

1. Describe the core concepts of F.W. Taylor's scientific management theory. In what ways are these principles still relevant in modern business operations?
2. What is planning? Explain the steps involved in planning.
3. What is meant by line organization? Explain its features, merits and demerits.

Section B**II. Answer any THREE questions: (3×10= 30)**

4. Explain why management is considered as science.
5. Define decision-making and explain its process.
6. What are the steps in the process of organising?
7. Assess the relevance of McGregor's Theory X and Theory Y in today's management practices.

Section C**III. Answer any FOUR questions: (4×5= 20)**

8. Explain the various functions of management.
9. What is the concept of MBE, and how does it function within a management framework?
10. What are the main characteristics of a matrix organization?
11. Describe the participative leadership style and its advantages in modern organizations.
12. Define KAIZEN and its role in continuous improvement.

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CHOICE BASED CREDIT SYSTEM SEMESTER SCHEME
BBA FIRST SEMESTER DEGREE EXAMINATION NOVEMBER 2024
BUSINESS ADMINISTRATION
Marketing Management

Duration:3 Hours

Max Marks:80

Section A

I. Answer any TWO questions: (2×15= 30)

1. Describe the main features of the marketing environment and explain how different factors influence a company's approach to developing marketing strategies.
2. Assess the different factors that impact the choice of distribution channel. Explain how these factors contribute to the decision-making process.
3. Examine the Seven P's of services marketing and assess their impact on customer satisfaction and loyalty.

Section B

II. Answer any THREE questions: (3×10= 30)

4. What are the key approaches to the study of marketing, and how do they differ in focus? Explain.
5. How can businesses implement remedies to overcome new product failure during the development and launch process?
6. Compare the key differences between goods and services, highlighting how these distinctions influence marketing strategies and customer experiences.
7. How do e-tailing platforms facilitate the purchasing process for consumers?

Section C

III. Answer any FOUR questions: (4×5= 20)

8. How do the various functions of marketing management interrelate to enhance the effectiveness of a company's marketing efforts?
9. Explain the key criteria for successful market segmentation and analyze how each criterion impacts the overall effectiveness of a segmentation strategy.
10. Describe the key functions of packaging in product marketing and how they contribute to consumer satisfaction and brand identity.
11. In what ways does personal selling differ from advertising?
12. Explain the advantages of e-tailing for both businesses and consumers.

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Morning

CHOICE BASED CREDIT SYSTEM
BBA FIRST SEMESTER DEGREE EXAMINATION NOVEMBER 2024
BUSINESS ADMINISTRATION
Principles of Accountancy

Duration:3 Hours

Max Marks:80

I. Answer any THREE of the following :**(3×16= 48 Marks)**

1. Enter the following transactions in the three-column cash book of Shrinivasa.
2020
Jan
1 Started business with Rs.10,000 of his own and Rs.2,000 from Murthy (loan borrowed).
2 Paid into Bank Rs.9,000
5 Transferred Rs.1,000 from the Bank account of the business to his personal account.
8 Bank paid directly Rs.100 towards the life insurance premium of the proprietor.
9 Bought furniture from Shekar for Rs.1,000 and paid for the same by cheque
10 Our cheque issued to Shekar was dishonored.
14 Received a cheque for Rs.1,960 from Xavier in full settlement of his account for Rs.2,000 and deposited the same into Bank
15 Xavier's cheque was returned dishonoured by the bank
17. Received a cheque for Rs.500 from Shivarama for sale of furniture and deposited into the Bank
19. Shivarama's cheque was returned by the bank dishonoured
20 Received a cheque from Meghana for Rs.600 for cash sales and endorsed the same to Nuthan
for cash purchases
21 Sold goods for cash Rs.6,000 and deposited out of it Rs.3,000 into Bank
22 Meghana's cheque endorsed over to Nutan was dishonoured
24 received cheque for `200 from Athmaram for commission and endorsed the same to Bharani
for Rent
25 Received from Raju Rs.1,000 as advance for goods
27 Paid to Sudhakar Rs.3,500 for goods
28 Bank charges debited to your account by the bank Rs.10
30 interest allowed by bank on our bank balance Rs.20.

2. The following balances are taken from the books of Mr. Manjunath as on 31st Dec 2020. Prepare Trading and Profit and Loss Account and Balance Sheet.

	Rs.
Furniture and fittings	6400
Motor vehicle	62500
Buildings	75000
Capital	125000
Bad debt	1250
Provision for bad debt	2000
Debtors	38000
Creditors	25000
Stock on 1st Jan, 2020	34600
Purchases	54750
Sales	154500
Bank overdraft	28500
Sales return	2000
Purchases return	1250
Advertising	4500
Interest	1180
Commission received	1800
Cash	6500
Taxes and insurance	12500
Maintenance expenses	7820
Salaries	33000
Interest received	1950

The following adjustments are to be made:

- Stock on 31st Dec. 2020 Rs. 32,500
 - Depreciate building at 5%, furniture at 10% and motor vehicle at 20%
 - Rs. 850 is due for interest on overdraft.
 - Salaries Rs. 3,000 and taxes Rs. 1,299 are outstanding
 - Insurance Rs. 1,000 and one-third of commission received are for 2018.
3. Nagaraj purchased goods from Parashuram on 3 March 2020 for Rs.4,000 and on the same day, he accepted a bill drawn on him by Parashuram for Rs.4,000, payable after three months. Parashuram endorsed the bill to Manjunath on 20

March. The bill was dishonoured on the due date. Pass journal entries in the books of Nagaraj, Parashuram and Manjunath.

4. Prepare a bank reconciliation statement from the following particulars.

Bank overdraft as per cash book Rs.8000

i)Cheque deposited into the bank but no entry was passed in cash book Rs.300

ii)Cheque received but not sent to bank Rs.1000

iii)Credit side of bank column cast short Rs.100

iv)Insurance premium directly paid by bank understanding advice Rs.500

v)Bank charges entered in cash book twice Rs.10

vi)Cheques returned back but no entry passed Rs.400

vii)Cheques issued returned back on account of technical grounds Rs.300

viii)Bills directly collected by bank Rs.2000

ix)Bank charges debited by Bank Rs.12

x)Cheques received entered twice 500

xi)Bill discounted dishonoured 4000

II. Answer any THREE of the following :

(3×8= 24 Marks)

5. From the following accounts prepare Diwakars account in the books of Chandra.

Sep 1 Amount due from Diwakar Rs. 4500

Sep 8 Sold goods to Diwakar Rs. 600

Sep 14 Purchased plant from Diwakar Rs. 7500

Sep 19 Diwakar received plant returned by Chandra Rs. 1500

Sep 20 Received goods returned by Diwakar Rs. 500

Sep 26 Received Cheque from Rs 1000 and allowed discount Rs. 100

Sep 29 Commission due from Diwakar Rs 1000 and interest charged by Chandra Rs. 60

Sep 30 Received goods returned by Diwakar and issued a cheque to Diwakar for the goods returned Rs. 105.

6. Journalise the following transactions in the books of Sharma

2020

April 1 commenced business with cash Rs.50000 and machinery Rs.10000

April 2 Deposited cash into bank Rs.20000

April 4 Purchased goods worth Rs.8000 less 10% trade discount and 2% cash discount

April 7 purchased goods from Roy & Sons for 5000 less 20% trade discount and 5% cash discount, half the amount was paid in cash

April 10 Withdrew from bank for office use Rs. 1000

April 13 Sold goods to Ashok for Rs.3000 less 5% trade discount

April 16 Appointed Mr Manu as a cashier at a salary of Rs.10000 per month and

received Rs.20000 from him as security deposit

April 18 Received cash from Ashok for Rs.2840 in full settlement of his account

April 20 Withdrew from business for personal use Rs 1000

April 22 Purchased goods for Rs.2000 from Palel and Invoiced the same to Sahil for Rs.2400

7. A firm purchased machinery for Rs.22,500 on 1-1-2014 and spent for its installation Rs.2500. Its life was estimated to be 4 years with a scrap value of Rs.5000. Calculate the amount of depreciation and show the machinery account for 3 years.
8. What is bill of exchange? Explain its features.

III. Answer any FOUR of the following :

(4×2= 8 Marks)

9. Mention the various subsidiary books.
10. What is diminishing balance method?
11. What is bank reconciliation statement?
12. What is single entry system?
13. What is a balance sheet?

CHOICE BASED CREDIT SYSTEM SEMESTER SCHEME
B.B.A. FIRST SEMESTER DEGREE EXAMINATION NOVEMBER 2024
BUSINESS ADMINISTRATION
Financial Planning and Performance

Time: 3 Hrs.

Max. Marks: 80

SECTION – A

Answer ALL the questions (2*30 = 60) (Working Notes have to be shown compulsorily for every calculation. However for MCQs, there is no requirement of any working note)

1. a) The most direct way to prepare a cash budget for a manufacturing firm is to include
 - A. Projected sales and purchases, percentages of collections, and terms of payments.
 - B. Projected sales, credit terms, and net income.
 - C. Projected purchases, percentages of purchases paid, and net income.
 - D. Projected net income, depreciation, and goodwill impairment.

- b) Which one of the following is in a company's cash budget?
 - A. Depreciation of plant equipment.
 - B. Disposal of land.
 - C. Amortization of patent costs.
 - D. Conversion of debt for equity.

2. a) Of the following items, the one item that would not be considered in evaluating the adequacy of the budgeted annual operating income for a company is
 - A. Earnings per share.
 - B. Price-earnings ratio.
 - C. Industry average for earnings on sales.
 - D. Internal rate of return.

- b) Pro forma financial statements are used within a company for various purposes. They are not used for
 - A. determining the company's future needs for external financing.
 - B. comparison with actual results for performance reporting in order to determine employee bonuses.
 - C. "what if" analysis, to forecast the effect of a proposed change.
 - D. determining whether the company will be in compliance with required covenants on its long-term debt.

3. a) For cost estimation simple regression differs from multiple regression in that simple regression uses only
 - A. One dependent variable, while multiple regression uses all available data to estimate the cost function.
 - B. Dependent variables, while multiple regression can use both dependent and independent variables.
 - C. One independent variable, while multiple regression uses more than one independent variable.
 - D. One dependent variable, while multiple regression uses more than one dependent variable.

- b) Which of the following events will cause a company's requirements for external financing to increase?
- I. The dividend payout ratio increases.
 - II. The company changes its credit terms, increasing the time it gives customers to pay.
 - III. The company negotiates a lower price and longer terms with a major supplier.
 - IV. The retention ratio increases.
 - V. Increased competition forces the company to lower its prices.
- A. II and V.
 - B. III and IV.
 - C. II, IV and V.
 - D. I, II, and V.
4. a) The management of a food-processing company is analyzing its internal strengths and weaknesses as part of its strategic planning process. Which one of the following is most likely considered a strategic internal variable for the company?
- A. The economic forces that regulate the local labor supply.
 - B. Technological changes in food-processing methods.
 - C. Changes in the legal code for food processors.
 - D. The culture at the company's food-processing plant.
- b) The sources of a company's distinctive competencies are:
- A. The company's resources and capabilities.
 - B. The company's threats and opportunities.
 - C. High profitability and sustained profit growth.
 - D. The company's prior strategic commitments
5. a) Two types of integration strategies are used when a company merges with another company or expands its operations: vertical and horizontal. What are the potential benefits of a vertical integration strategy?
- I. Improved production scheduling.
 - II. Increased bargaining power with suppliers.
 - III. Potential for economies of scale.
 - IV. Ability to drive competitors out of the market.
- A. I only.
 - B. I and III only.
 - C. I and IV only.
 - D. I, II, and III only.
- b) In which of the following industry environments are franchising and horizontal mergers commonly used strategies?
- A. Emerging industries.
 - B. Declining industries.
 - C. Mature industries
 - D. Fragmented industries.
6. a) The purpose of identifying manufacturing variances and assigning their responsibility to a person/department should be to:
- A. Determine the proper cost of the products produced so that selling prices can be adjusted accordingly.

- B. Pinpoint fault for operating problems in the organization.
 - C. Trace the variances to finished goods so that the inventory can be properly valued at year-end.
 - D. Use the knowledge about the variances to promote learning and continuous improvement in the manufacturing operations.
- b) Arkin Co.'s controller has prepared a flexible budget for the year just ended, adjusting the original static budget for the unexpected large increase in the volume of sales. Arkin's costs are mostly variable. The controller is pleased to note that both actual revenues and actual costs approximated amounts shown on the flexible budget. If actual revenues and actual costs are compared with amounts shown on the original (static) budget, what variances would arise?
- A. Both revenue variances and cost variances would be unfavorable.
 - B. Both revenue variances and cost variances would be favorable.
 - C. Revenue variances would be favorable and cost variances would be unfavorable.
 - D. Revenue variances would be unfavorable and cost variances would be favorable.
7. a) Which of the following management practices involves concentrating on areas that deserve attention and placing less attention on areas operating as expected?
- A. Benchmarking.
 - B. Responsibility accounting.
 - C. Management by objectives.
 - D. Management by exception.
- b) After performing a thorough study of Michigan Company's operations, an independent consultant determined that the firm's labor standards were probably too tight. Which one of the following facts would be inconsistent with the consultant's conclusion?
- A. Production supervisors found several significant fluctuations in manufacturing volume, with short-term increases in output being followed by rapid, sustained declines.
 - B. Michigan's budgeting process was well-defined and based on a bottom-up philosophy.
 - C. A review of performance reports revealed the presence of many unfavorable efficiency variances.
 - D. Management noted that minimal incentive bonuses have been paid in recent periods.
8. a) A standard cost system uses
- A. standard prime costs with overhead applied based upon the actual cost driver units incurred.
 - B. standard prime costs with overhead applied based upon the standard cost driver units allowed.
 - C. actual prime costs with overhead applied based upon the standard cost driver units allowed.
 - D. actual prime costs with overhead applied based upon the actual cost driver units incurred.
- b) Using management by exception allows managers to focus their attention on
- A. non-administrative costs and revenues.
 - B. variable costs and revenues.
 - C. unfavorable variances.
 - D. areas that have deviated most from expectations

9. a) Which one of the following statements best describes the concept of continuous improvement when developing standard costs?
- Standards remain unattainable to encourage employees to strive harder.
 - Standards become more challenging as time passes.
 - Standards are established at an easily attainable level to increase employee morale.
 - Standards are developed with zero slack or downtime factored into the calculation.
- b) Products that are identified in the BCG Growth-Share Matrix as Cash Cows possess relatively
- high market share in a high growth market.
 - low market share in a high growth market.
 - high market share in a low growth market.
 - low market share in a low growth market.
10. a) A segment of an organization is referred to as a profit center if it has
- Authority to make decisions over the most significant costs of operations including the power to choose the sources of supply.
 - Authority to make decisions affecting the major determinants of profit including the power to choose its markets and sources of supply.
 - Authority to provide specialized support to other units within the organization.
 - Authority to make decisions affecting the major determinants of profit including the power to choose its markets and sources of supply and significant control over the amount of invested capital.
- b) A segment of an organization is referred to as a service center if it has
- authority to provide specialized support to other units within the organization.
 - responsibility for developing markets and selling the output of the organization.
 - authority to make decisions affecting the major determinants of profit including the power to choose its markets and sources of supply.
 - responsibility for combining the raw materials, direct labor, and other factors of production into a final output.

11. Simpson Inc. is in the process of preparing its annual budget. The following beginning and ending inventory levels (in units) are planned for the year ending December 31.

Particulars	Beginning Inventory	Ending Inventory
Raw material*	40,000	50,000
Work-in-process	10,000	10,000
Finished goods	80,000	50,000

*Two units of raw material are needed to produce each unit of finished product. If 500,000 finished units were to be manufactured for the year by Simpson Inc., the units of raw material that must be purchased would be _____.

12. Wellfleet Company manufactures recreational equipment and prepares annual operational budgets for each department. The Purchasing Department is finalizing plans for the fiscal year ending June 30, 20X9, and has gathered the following information regarding 2 of the components used in both tricycles and bicycles. Wellfleet uses the first-in, first-out inventory method.

Particulars	A19	B12	Tricycles	Bicycles
Beginning inventory, July 1, 20X8	3,500	1,200	800	2,150
Ending inventory, June 30, 20X9	2,000	1,800	1,000	900
Unit cost	\$1.20	\$4.50	\$54.50	\$89.60
Projected fiscal year unit sales	--	--	96,000	130,000
Component usage:				
Tricycles	2/unit	1/unit	--	--
Bicycles	2/unit	4/unit	--	--

If the economic order quantity of component B12 is 70,000 units, the number of times that Wellfleet Company should purchase this component during the fiscal year ended June 30, 20X9 is _____.

13. A company has budgeted sales for the upcoming quarter as follows:

Particulars	January	February	March
Units	15,000	18,000	16,500

The ending finished goods inventory for each month equals 50% of the next month's budgeted sales. Additionally, 3 pounds of raw materials are required for each finished unit produced. The ending raw materials inventory for each month equals 200% of the next month's production requirements. If the raw materials cost \$4.00 per pound and must be paid for in the month purchased, the budgeted raw materials purchases for January are _____.

14. Berol Company plans to sell 200,000 units of finished product in July and anticipates a growth rate in sales of 5% per month. The desired monthly ending inventory in units of finished product is 80% of the next month's estimated sales. There are 150,000 finished units in inventory on June 30. Each unit of finished product requires 4 pounds of direct materials at a cost of \$1.20 per pound. There are 800,000 pounds of direct materials in inventory on June 30. Berol Company's production requirement in units of finished product for the 3 month period ending September 30 is _____.

15. Monroe Products is preparing a cash forecast based on the following information.

- Monthly sales: December \$200,000; January \$200,000; February \$350,000; March \$400,000.
- All sales are on credit and collected the month following the sale.
- Purchases are 60% of next month's sales and are paid for in the month of purchase.
- Other monthly expenses are \$25,000, including \$5,000 of depreciation.

If the January beginning cash balance is \$30,000, and Monroe is required to maintain a minimum cash balance of \$10,000, how much short-term borrowing will be required at the end of February?

16. A company makes one product that it sells for €125 per unit. The product has a contribution margin of 35% of sales. Direct materials account for 10% of sales. Variable manufacturing overhead is 5% of sales. Fixed costs are €200,000 per year. The controller wants to create a pro forma income statement where the sales increase from 10,000 units to 12,000 units. The average income tax rate is 25.71%. What is the change in operating income as a result of the increase in unit sales?
17. A company has \$10,000 in cash and \$150,000 in merchandise inventory on March 31. The desired cash and merchandise inventory balances on June 30 are \$20,000 and \$250,000,

respectively. Sales for the quarter are expected to be \$300,000, all in cash. Gross margin is 40% of sales. Cash operating expenses are expected to be \$50,000. All merchandise inventory purchases are paid for in cash at the time of purchase. What amount of financing will the company need during the quarter?

18. Calculate the pro forma after-tax profit for next year based on the data below.

Particulars	Results for last year	Projections for next year
Sales	\$100,000	10% increase
Variable cost	60,000	10% increase
Salaries	15,000	5% increase
Other expenses	5,000	20% increase
Income tax rate	30%	no change

19. A software company recently established a customer service department. After the first week, the average time required to handle one customer call was 15 minutes. The manager of the customer service department estimates an 80% learning curve. Under the cumulative average-time learning model, the cumulative average time required to handle one customer call after the fourth week will be _____.
20. In competing as a subcontractor on a military contract, Aerosub Inc. has developed a new product for spacecraft that includes the manufacturing of a complex part. Management believes there is a good opportunity for its technical force to learn and improve as they become accustomed to the production process. Accordingly, management estimates an 80% learning curve would apply to this unit. The overall contract will call for supplying eight units. Production of the first unit requires 10,000 direct labor hours. The estimated total direct labor hours required to produce the seven additional units would be _____.
21. Baxter Corporation's master budget calls for the production of 5,000 units of product monthly. The master budget includes indirect labor of \$144,000 annually; Baxter considers indirect labor to be a variable cost. During the month of April, 4,500 units of product were produced, and indirect labor costs of \$10,100 were incurred. A performance report utilizing flexible budgeting would report a budget variance for indirect labor of _____.
22. A manufacturing firm planned to manufacture and sell 100,000 units of product during the year at a variable cost per unit of \$4.00 and a fixed cost per unit of \$2.00. The firm fell short of its goal and only manufactured 80,000 units at a total incurred cost of \$515,000. The firm's manufacturing cost variance was _____.
23. Folsom Fashions sells a line of women's dresses. Folsom's performance report for November follows.

Particulars	Actual	Budget
Dresses sold	5,000	6,000
Sales	\$ 235,000	\$ 300,000
Variable costs	(145,000)	(180,000)
Contribution margin	\$ 90,000	\$ 120,000
Fixed costs	(84,000)	(80,000)
Operating income	\$ 6,000	\$ 40,000

The company uses a flexible budget to analyze its performance and to measure the effect on operating income of the various factors affecting the difference between budgeted and actual

operating income. The variable cost flexible budget variance for November is _____.

24. A company established its annual direct material budget to produce 300,000 units as follows. 150,000 pounds of material @ \$0.75 per pound = \$112,500. Throughout the year, the company produced 310,000 units of finished goods using 0.48 pounds per unit at a cost of \$0.76 per pound. The direct material efficiency variance is _____.

25. Arrow Industries employs a standard cost system in which direct materials inventory is carried at standard cost. Arrow has established the following standards for the prime costs of one unit of product.

Particulars	Standard Quantity	Standard Price	Standard Cost
Direct materials	8 pounds	\$1.80 per pound	\$14.40
Direct labor	0.25 hours	\$8.00 per hour	2.00
			\$16.40

During November, Arrow purchased 160,000 pounds of direct materials at a total cost of \$304,000. The total factory wages for November were \$42,000, 90% of which were for direct labor. Arrow manufactured 19,000 units of product during November using 142,500 pounds of direct materials and 5,000 direct labor hours. The direct materials purchase price variance for November is _____.

26. ChemKing uses a standard costing system in the manufacture of its single product. The 35,000 units of raw material in inventory were purchased for \$105,000, and two units of raw material are required to produce one unit of final product. In November, the company produced 12,000 units of product. The standard cost for material allowed for the output was \$60,000, and there was an unfavorable quantity variance of \$2,500. ChemKing's standard price for one unit of material is _____.

27. The controller for Durham Skates is reviewing the production cost report for July. An analysis of direct materials costs reflects an unfavorable flexible budget variance of \$25. The plant manager believes this is excellent performance on a flexible budget for 5,000 units of direct materials. However, the production supervisor is not pleased with this result because he claims to have saved \$1,200 in materials cost on actual production using 4,900 units of direct materials. The standard materials cost is \$12 per unit. Actual materials used for the month amounted to \$60,025. The actual average cost per unit for materials was _____.

28. Each unit of Product XK-46 requires three direct labor hours. Employee benefit costs are treated as direct labor costs. Data on direct labor are • Number of direct employees: 25 • Weekly productive hours per employee: 35 • Estimated weekly wages per employee: \$245 • Employee benefits (related to weekly wages): 25% The standard direct labor cost per unit of Product XK-46 is _____.

29. Jackson Industries employs a standard cost system in which direct materials inventory is carried at standard cost. Jackson has established the following standards for the prime costs of one unit of product.

Particulars	Standard Quantity	Standard Price	Standard Cost
Direct materials	5 pounds	\$3.60/pound	\$18.00
Direct labor	1.25 hours	12.00/hour	15.00
			\$33.00

During May, Jackson purchased 125,000 pounds of direct materials at a total cost of \$475,000. The total factory wages for May were \$364,000, 90% of which were for direct labor. Jackson manufactured 22,000 units of product during May using 108,000 pounds of direct materials and 28,000 direct labor hours. The direct labor usage (efficiency) variance for May is _____.

30. Franklin Glass Works' production budget for the year ended November 30 was based on 200,000 units. Each unit requires two standard hours of labor for completion. Total overhead was budgeted at \$900,000 for the year, and the fixed overhead rate was estimated to be \$3.00 per unit. Both fixed and variable overhead are assigned to the product on the basis of direct labor hours. The actual data for the year ended November 30 are presented as follows. Actual production in units 198,000 Actual direct labor hours 440,000 Actual variable overhead \$352,000 Actual fixed overhead \$575,000 The standard hours allowed for actual production for the year ended November 30 total _____.

SECTION - B

Answer any FOUR questions: (5*4 = 20)(2+2+1)

31. Coe Company is a manufacturer of semi-custom motorcycles. The company used 500 labor hours to produce a prototype of a new motorcycle for one of its key customers. The customer then ordered three additional motorcycles to be produced over the next six months. Coe estimates that the manufacturing process for these additional motorcycles is subject to a 90% learning curve. Although the production manager was aware of the learning curve projections, he decided to ignore the learning curve when compiling his budget in order to provide a cushion to prevent exceeding the budgeted amount for labor.

REQUIRED:

- By using the cumulative average-time learning curve, estimate the total number of labor hours that are required to manufacture the first four units of product. Show your calculations.
 - Assume the 90% learning curve is realized. Calculate Coe's cost savings in producing the three additional units if the cost of direct labor is \$25 per hour. Show your calculations.
 - Define budgetary slack. Identify and explain two negative effects that budgetary slack can have on the budgeting process.
32. Biscayne Industries manufactures tents in a variety of sizes by using a variety of materials. Last year's income statement data is shown below.

Sales (100,000 units sold)	\$50,000,000
Cost of goods sold (2/3 fixed)	30,000,000
Gross profit	20,000,000
Selling and administrative costs (all fixed)	12,000,000
Operating income	\$8,000,000

Biscayne did not foresee any changes for this year, so it created a master budget that was the same as last year's actual results. At the end of this year, however, Biscayne's sales totaled \$55,000,000. There were no variable cost variances, and the company's operating income was \$7,500,000.

REQUIRED:

1. Identify and explain two benefits of using a flexible budget.
 2. Prepare Biscayne's flexible budget through operating income, at the \$55,000,000 sales level.
 3. Identify and explain one possible reasons Biscayne's sales increased, but the company's operating income decreased.
-
33. a) What is Management by Exception?
b) What is Linear regression analysis?
c) DM Usage Variance = ?
 34. a) What is Coefficient of determination?
b) What are the 3 smoothing methods?
c) What is the formula for a basic exponential smoothing model?
 35. a) What is Learning curve analysis?
b) What is budget cycle?
c) DL Rate Variance = ?

**CHOICE BASED CREDIT SYSTEM SEMESTER SCHEME
B.B.A FIRST SEMESTER DEGREE EXAMINATION NOVEMBER 2024**

BUSINESS ADMINISTRATION

Essentials of Logistics and Supply Chain Management

Duration:3 Hours

Max Marks:80

Section A

I. Answer the following: (Compulsory)

(1×15= 15)

1. Super Dolls is a toy manufacturing company which is in the business for the past two decades. The manufacturing unit is situated in Mumbai, while its sales and marketing are spread over a large geographical area, especially in the major cities across the country. Over the years, a number of competitors have sprung in the field. Far from child's play, the company found that the toys' sector is a tough business. Some of the problems faced by it are:

1. There is a massive sale during the festival seasons. If the company's product is delayed, the valuable market is missed.
2. "Fashion" or "cult" status products influence the market. Any wrong decision in this matter, means loss of sales and build-up of unwanted inventory
3. There are high marketing and promotional costs. If these programmes go out, the sales drop massively
4. Any misjudge of the market can also mean closing down of the company
5. The company has problems regarding stock holding at its distribution centres. This is mainly due to wrong inputs from feedbacks and improper surveys.
6. The company relies mainly on hired fleet of road transport. The services are not up to the mark in terms of delivery schedules, safety of goods from pilferage/theft, and mishandling of product.
7. Marketing strategies are far from adequate. They are not effective enough to counter the strategies adopted by the competitors.

You are called upon by the management of Super Dolls to head their logistics operations. You are required to study and guide the company regarding the following matters.

- a) Warehousing at distribution centres and large retailers to cut down inventory costs plus other suggestions in order to reduce inventory carrying costs

- b) Advantages of outsourcing in terms of preparing girls' and boys' toys, toys in local languages, toys for different age ranges, packaging, effecting savings on damages/transport, responding fast to customers' requests, etc.
- c) Alternatives with regard to having own fleet of trucks
- d) How to cut down cost on advertisement campaigns by alternative forms of spreading awareness.
- e) Suggestions to counter competitors' strategies

Section B

II. Answer any FOUR questions

(4×10= 40)

- 2. Describe the fundamentals of demand forecasting.
- 3. What are the key goals of logistics operations, and how can achieving these goals impact customer satisfaction?
- 4. Explain the different types of demand and their significance in business operations and supply chain management.
- 5. Describe the goals of logistics.
- 6. What can be the challenges of Supply Chain Management

Section C

III. Answer any FIVE questions

(5×5= 25)

- 7. What is the difference between joint demand and derived demand?
 - 8. Explain the meaning Customer order decoupling point.
 - 9. Explain how Logistics can be complex and cause high cost to the organization
 - 10. Why is Responsiveness an important factor under customer service dimension?
 - 11. explain the differences between inbound logistics and outbound logistics
 - 12. Discuss the relationship between customer satisfaction and operational efficiency within supply chain management.
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CHOICE BASED CREDIT SYSTEM SEMESTER SCHEME
BBA FIRST SEMESTER DEGREE EXAMINATION NOVEMBER 2024

BUSINESS ADMINISTRATION

Business Communication

Duration:3 Hours

Max Marks:80

Section A

I. Answer any TWO questions: (2×15= 30)

1. What are communication barriers, and how do they affect the communication process within an organization? Explain with examples.
2. Draft a enquiry Letter by ABC company to XYZ company seeking enquiry of 100 computers. Also reply to the enquiry made by ABC company.
3. Analyze how public relations supports marketing efforts. In what ways can PR enhance the effectiveness of marketing campaigns?

Section B

II. Answer any THREE questions: (3×10= 30)

4. "Communication is the lifeblood of a business organisation" Explain.
5. On 15th December, Shri Ranjan bought a thermos flask for Rs. 650. However, during a festival sale starting from 20th November, a similar flask was sold for Rs.475. Shri Ranjan has lodged a complaint to the seller regarding the higher price he was charged. Draft a reply to his complaint.
6. Explain how brevity and clarity contribute to effective business correspondence. Why are these elements important when drafting business letters?
7. Write a press release for a music concert happening at your college. Include details about the date, ticket prices, and featured artists.

Section C

III. Answer any FOUR questions: (4×5= 20)

8. What is verbal communication? Explain its significance in a business environment.
 9. Describe the role of kinesics in non-verbal communication. How can body language affect communication outcomes?
 10. Draft a notice to inform customers about a change in store hours during the holiday season. Include the new opening and closing times.
 11. What are three key things an interviewee should do to make a good first impression during an interview?
 12. Explain the importance of corporate brand building.
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Reg No :

**CHOICE BASED CREDIT SYSTEM SEMESTER SCHEME
FIRST SEMESTER DEGREE EXAMINATION NOVEMBER 2024**

BUSINESS ADMINISTRATION

Business Organisation

Duration: 2 Hours

Max Marks: 60

SECTION A

Answer any TWO of the following:

(2×15= 30)

- 1) Briefly explain the various objectives of business.
- 2) Briefly explain the various advantages and disadvantages of departmental undertaking.
- 3) What are the differences between management and administration? Explain.

SECTION B

Answer any THREE of the following :

(3×7= 21)

- 4) What are the kinds of social responsibility of business?
- 5) Explain the features of Co-operatives.
- 6) Briefly explain the features of public corporations.
- 7) Discuss precisely the combination movement in India.

SECTION C

Answer any THREE of the following :

(3×3= 9)

- 8) What is CSR?
- 9) What is sole proprietorship?
- 10) Define control.
- 11) Give the meaning of holding companies.
