

CHOICE BASED CREDIT SYSTEM
SECOND SEMESTER DEGREE EXAMINATION OCTOBER 2025

MASTER IN BUSINESS ADMINISTRATION

Cost and Management Accounting

Duration: 3 Hours

Max Marks: 70

Section- A

I. Answer any Five of the following :

5×10= 50

1. The Shubodaya Ltd. manufactures one product. A summary of its activities for the year 2024 is given below :

	Units	₹
Sales	80,000	8,00,000
Material inventory 1-1-2024		40,000
Material inventory 31-12-2024		32,000
W.I.P. 1-1-2024		55,000
W.I.P. 31-12-2024		72,000
Finished Goods 1-1-2024	16,000	64,000
Finished Goods 31-12-2024	34,000	
Materials Purchased		1,52,000
Direct Labour		1,45,000
Manufacturing Overhead		1,08,000
Selling Expenses		50,000
General Expenses		40,000

Prepare a Statement of Cost and Profit

2. M/s Promising Company undertook a contract for erecting sewage treatment plant for Prosperous Municipality for a total value of Rs 24 lakhs. It was estimated that the job would be completed by 31st January, 2025.

You are asked to prepare the Contract Account for the year ending 31st January, 2025 from the following particulars:

- (1) Materials ₹3,00,000
- (2) Wages ₹6,00,000
- (3) Overhead charges ₹1,20,000
- (4) Special Plant ₹2,00,000

- (5) Work certified was for ₹16,00,000 and 80% of the same was received in cash.
- (6) Material lying on site as on 31-1-2025 ₹40,000
- (7) Depreciate Plant by 10%.
- (8) 5% of the value of material issued and 6% of wages may be taken to have been incurred for the portion of the work completed, but not yet certified. Overheads are charged as a percentage of Direct Wages.
- (9) Ignore depreciation of plant for use on uncertified portion of the work.
- (10) Ascertain the amount to be transferred to Profit and Loss A/c on the basis of realised profit.
3. A) R Ltd. has fixed cost of ₹90,000, Sales ₹3,00,000 and Profit of ₹60,000.
Required:
(i) Sales volume in the next period if the company suffered a loss of Rs 30,000.
(ii) What is the margin of safety for the profit of ₹90,000? **(6 marks)**
- B) Product Y has a profit-volume ratio of 28%. Fixed operating costs directly attributable to product Y during the 'quarter two' of the financial year 2023-24 will be ₹2,80,000.
Calculate the sales revenue required to achieve a quarterly profit of ₹70,000. **(4 marks)**
4. Selling expenses of a business for a particular budget period are:
Sales office salaries ₹4,000
Fixed expenses of sales office ₹3,000
Amount allocated for advertisement ₹4,000
Traveller's remuneration:
Fixed salaries and car allowance ₹12,000
Traveller's commission 1% on sales effected by him.
Agent's commission 7½ % on sales effected by him.
- Prepare a selling overhead budget for following level of sales for the period:
₹2,80,000 including agent's sales ₹30,000
₹3,20,000 including agent's sales ₹35,000
₹3,60,000 including agent's sales ₹35,000.
5. UV Ltd. presents the following information for November, 2024:
Budgeted production of product P = 200 units; Standard consumption of raw material = 2 kg per unit of P; Standard price of material A = ₹ 6 per kg.
Actually, 250 units of P were produced and material A was purchased at ₹ 8 per kg. and consumed at 1.8 kg per unit of P. Calculate the material cost variance.
6. Examine how Activity Based Costing can influence strategic decision-making in manufacturing firms.

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

7. Your company is an export-oriented organisation manufacturing internal-communication equipment of a standard size. The company is to send quotations to foreign buyers of your product. As the Cost Accounts Chief, you are required to help the management in the matter of submission of the quotation by the preparation of a cost estimate based on the following figures relating to the year 2024.

Total Output (in units) 20,000.

Expenses Incurred	₹
Local Raw Materials Consumed	10,00,000
Imports of Raw Materials (actual consumption)	1,00,000
Direct Labour in Works	10,00,000
Indirect Labour in Works	2,00,000
Storage of Raw Materials and Spares	50,000
Fuel	1,50,000
Tools consumed	20,000
Salaries of Works Personnel	1,00,000
Depreciation on Plant	1,00,000
Excise Duty on production	2,00,000
Salary of the Managing Director	60,000
Salary of the Joint Managing Director	40,000
Fees of Directors	20,000
Salaries of Works Personnel	1,00,000
Depreciation on Plant	1,00,000
Excise Duty on production	2,00,000
Salary of the Managing Director	60,000
Salary of the Joint Managing Director	40,000
Fees of Directors	20,000
Expenses on Advertising	1,60,000
Selling Expenses	1,80,000
Sales Depots	1,20,000
Packaging and Distribution	1,20,000

Note:

- (i) Local Raw Materials now cost 10% more.
- (ii) A profit margin of 20% on sales is kept.
- (iii) The Government grants a subsidy of 100 per unit of export.

Prepare a Statement of Cost.

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CHOICE BASED CREDIT SYSTEM
SECOND SEMESTER DEGREE EXAMINATION OCTOBER 2025
MASTER IN BUSINESS ADMINISTRATION
Business Research Methods

Duration:3 Hours

Max Marks:70

Section- A

I. Answer any Five of the following :

5×10= 50

1. Discuss the key ethical issues in business research. Critically analyze how these issues impact the credibility of research outcomes.
2. Discuss the factors a researcher should consider while identifying and selecting a research problem?
3. Define research design. Why is it considered significant in the research process?
4. A fast-food chain wants to study customer satisfaction levels across its outlets. Suggest the most appropriate data collection method and justify your choice.
5. An e-commerce company wants to divide its customer base into distinct groups for targeted marketing. The dataset includes customer attributes such as age, income, purchase frequency, and preferred product categories. Explain how cluster analysis can be applied in this context. What insights can the company derive from the clusters, and how can these be used for business strategy?
6. A telecom company wants to compare the **average customer satisfaction levels** of three different service plans (Basic, Standard, Premium). A survey was conducted, and five customers from each plan rated their satisfaction on a 100-point scale. Perform a two-way analysis of variance at 5% level of significance and interpret the result.

Customer	Basic	Standard	Premium
1	68	75	82
2	72	78	85
3	65	74	80
4	70	76	84
5	66	77	83

Section- B (compulsory)

II. Answer The Following Questions :

1×20= 20

7. An e-commerce company wants to know whether offering free delivery increases customer purchase frequency. The research manager frames a hypothesis: "Customers who receive free delivery will place more orders than those who don't." Data from two groups of customers is collected — one with free delivery and one without. Statistical tests are conducted to compare purchase frequency across the groups. The company is waiting to decide whether to implement free delivery across all regions based on the test results.

Questions (5 marks each):

1. State the null and alternative hypotheses for this study.
2. Explain why hypothesis testing is important in business decision-making.
3. Discuss the type of test you would suggest for comparing the two groups? Why?
4. If results show no significant difference, what should the company conclude?

CHOICE BASED CREDIT SYSTEM**M.B.A SECOND SEMESTER DEGREE EXAMINATION OCTOBER 2025****MASTER IN BUSINESS ADMINISTRATION****Supply Chain Management****Duration:3 Hours****Max Marks:70****Section- A****I. Answer any Five of the following :****5×10= 50**

1. Analyse the components and stages of a supply chain. How do these elements interact to create a seamless flow of goods and information?
2. Explain the concept of omni-channel retailing. How do companies adapt their distribution networks to meet the demands of omni-channel retailing effectively?
3. Examine the challenges of coordinating demand and supply in a global supply chain. How do international factors impact coordination efforts?
4. Discuss the implications of the Bullwhip Effect on supply chain costs and customer service. How can it lead to inefficiencies and dissatisfaction among customers?
5. Explore the challenges and benefits of outsourcing transportation network management. How can organisations effectively collaborate with third-party logistics providers in network design?
6. Analyse the concept of pricing and revenue management in supply chain.

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

7. You are the supply chain manager of a retail company facing increasing demand fluctuations. Analyze the decision phases in your supply chain and propose strategies to achieve better strategic fit while dealing with uncertainty. Discuss the impact of these decisions on supply chain metrics.
 - A. Describe the key decision phases in the supply chain of the retail company.
(10 marks)
 - B. Provide a strategic plan to improve the supply chain's fit and responsiveness to demand fluctuations. How will these decisions affect supply chain metrics?
(10 marks)

CHOICE BASED CREDIT SYSTEM**SECOND SEMESTER DEGREE EXAMINATION OCTOBER 2025****MASTER IN BUSINESS ADMINISTRATION****Production and Operations Management****Duration:3 Hours****Max Marks:70****Section- A****I. Answer any Five of the following :****5×10= 50**

1. Analyse the various environmental issues in the manufacturing industry with suitable examples.
2. Evaluate the selection criteria for plant location with suitable examples.
3. Explain the key components of work system design.
4. Examine the benefits and limitations of Material Requirement Planning.
5. Explain the need for controlling quality.
6. Analyze the role of simulation models in evaluating breakdown costs compared to traditional estimation methods.

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

7. ABC Ltd. is a leading recycling organization. The organization's area of operation is mainly confined to Northern India. It deals with recycling of various products such as plastics, newspapers, cardboard boxes, and cans. In the last one year, ABC Ltd. has seen a tremendous growth in its business. The annual profit of the organization has reached up to Rs. 50,00,00,000.

The main objectives of ABC are as follows:

- Reusing and recycling waste for sustainable environment
- Encouraging the citizen participation in the recycling program
- Facilitating the sharing of information and resources with organizations
- Improving the quality of post-consumer plastics

ABC plans to expand its business in the Southern region of the country to maximize its profits. The plant location was selected in one of the cities. The only factor that was considered for location of the plant was its proximity to raw materials. Other

factors such as transportation system, government policies were ignored. ABC's research and development team failed to identify that there were major problems in the area selected. For example, the power availability was not functioning properly. Also, the transportation system was weak. Cost of labour was high.

Due to transportation issues, it could not connect to other organizations easily for coordinating with them. The layout of the machines in the plant was improper. Different types of machines were placed in one group which created the chaos in recycling the products. Materials require lot of time to move. This delayed the production process. This impacted the profitability of the ABC. Thus, it planned to hire an advisor, Mr. Arora for quick solution to the problem.

Questions:

1. Analyze the potential factors that could influence ABC's choice of facility location.

(10 marks)

2. Analyze ABC's problem and determine possible solutions if you were Mr. Arora.

(10 marks)

CHOICE BASED CREDIT SYSTEM**M.B.A SECOND SEMESTER DEGREE EXAMINATION OCTOBER 2025****MASTER IN BUSINESS ADMINISTRATION****Organisational Behaviour****Duration:3 Hours****Max Marks:70****Section- A****I. Answer any Five of the following :****5×10= 50**

1. Explain the need for a contingency approach to the study of OB.
2. Differentiate emotions from moods. List the basic emotions and moods.
3. Compare and contrast personality frameworks with personal inventory assessments in predicting job success.
4. Explain how job redesign improves employee performance.
5. Explain why interpersonal communication is important for team effectiveness.
6. Compare and contrast trait, behavioural, and contingency theories of leadership.

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

7. Cheryl Kahn, Rob Carstons, and Linda McGee have something in common. They all were promoted within their organizations into management positions. As well, each found the transition a challenge.

Kahn was promoted to director of catering for the Glazier Group of restaurants. With the promotion, she realized that things would never be the same again. No longer would she be able to participate in water-cooler gossip or shrug off an employee's chronic lateness. She says she found her new role daunting. "At first, I was like a bulldozer knocking every one over, and that was not well received. I was saying, 'It's my way or the highway.' And was forgetting that my friends were also in transition." She admits that this style alienated just about everyone with whom she worked.

Carstons, a technical manager at IBM, talks about the uncertainty he felt after being promoted to a manager from a junior programmer. "It was a little bit challenging to be suddenly giving directives to peers, when just the day before you were one of them. You try to be careful not to offend anyone. It is strange walking into a room and the whole conversation changes. People do not want to be as open with you when you become the boss."

McGee is now president of Medex Insurance Services. She started as a customer service representative with the company, then leapfrogged over colleagues in a series of promotions. Her fast rise created problems. Colleagues "would say, 'Oh, here comes the big cheese now.' God only knows what they talked about behind my back"

Questions:

1. Evaluate how leadership training can help a new manager determine the most effective leadership style to use. **(6 marks)**
2. Assess which leadership theory is most effective in guiding new leaders through transition and justify your choice. **(7 marks)**
3. Do you think it is easier or harder to be promoted internally into a formal leadership position than to come into it as an outsider? Explain. **(7 marks)**

CHOICE BASED CREDIT SYSTEM
SECOND SEMESTER DEGREE EXAMINATION OCTOBER 2025
MASTER IN BUSINESS ADMINISTRATION
Financial Management

Duration: 3 Hours

Max Marks: 70

Section- A

I. Answer any Five of the following :

5×10= 50

1. Explain the three major financial management decisions and their significance in an organization. Illustrate your answer with relevant examples from Indian companies.
2. A newly established industrial unit is planning to raise a loan from a financial institution. However,
 Situation 1: The forecasted cash flow allows the payment of Rs 75,000 per year for 9 years.
 Situation 2: The forecasted cash flow allows the payment of Rs 1,00,000 per year for 6 years.
 If the going rate of interest is 15% compound, calculate the amount of loan that can be raised by the industrial unit.
3. Following is the capital structure of S Ltd as of 31-12-2024:

	Rs
Equity shares – 20,000 shares of Rs 100 each	20,00,000
10% preference shares of Rs 100 each	8,00,000
12% debentures	12,00,000
Total	40,00,000

The market price of the company's shares is Rs 110 and it is expected that a dividend of Rs 10 per share would be declared after 1 year. The dividend growth rate is 6%.

- a) If the company is in the 50% tax bracket, compute the weighted average cost of capital.
- b) Assuming that to finance an expansion plan, the company intends to borrow a fund of Rs 20,00,000 bearing a 14% rate of interest, what will be the company's revised weighted average cost of capital? This financing decision is expected to increase the dividend from Rs 10 to Rs 12 per share. However, the market price of equity shares is expected to decline from Rs 110 to 105 per share.

4. XYZ Company currently has an equity share capital of Rs 40 lakhs consisting of 40,000 equity shares of Rs 100 each. The management is planning to raise another Rs 30 lakhs to finance a major programme of expansion through one of the four possible financing plans.

The options are:

- i) Entirely through equity shares.
- ii) Rs 15 lakhs in equity shares of Rs 100 each and the balance in 8% Debentures.
- iii) Rs 10 lakhs in equity shares of Rs 100 each and the balance through long-term borrowing at 9% interest p.a.
- iv) Rs 15 lakhs in equity shares of Rs 100 each and the balance through preference shares with 5% dividend.

The company's expected earnings before interest and taxes (EBIT) will be Rs 15 lakhs. Assuming corporate tax rate of 50%, you are required to determine the EPS and comment on the financial leverage that will be authorised under each of the above scheme of financing.

5. A pro forma cost sheet of the company provides the following data:

	Cost per unit (Rs)
Raw Materials	52.0
Direct Labour	19.5
Overheads	39.0
Total Cost	110.5
Profit	19.5
Selling Price	130.0

The following is the additional information available:

Average raw materials in stock – one month, average material in process – half a month, credit allowed by suppliers – one month, credit allowed to debtors – two months. Time lag in payment of wages – one and a half month, overheads – one month.

One-fourth of the sales are on cash basis. Cash balance is expected to be Rs 1,20,000.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 70,000 units of output. You may assume that production is carried on evenly, throughout the year and wages and overheads accrue similarly.

6. A firm belongs to a risk class for which the capitalization rate is 12%. It has 30,000 shares outstanding, each selling at Rs 120. The company is considering a dividend declaration of Rs 6 per share at the end of the current financial year. Its net income is Rs 3,60,000 and it has investment opportunities amounting to Rs 7,20,000. Show that under the MM assumptions, the dividend decision does not affect the value of the firm.

Section- B (compulsory)

II. Answer The Following Questions :

1×20= 20

7. A company is analyzing two mutually exclusive projects C and D, both with a project life of 8 years.

Years	Project C Rs	Project D Rs
0	(40,000)	(42,000)
1–8	9,000	9,500

- i) Compute the NPV of both projects at discount rates: 14%, 15%, 16%, 17%, 18%, and 19%
- ii) Suggest the better project using the IRR approach.
