

[This question paper contains 4 printed pages.]

Sr. No. of Question Paper : 4103

Roll No.....

Unique Paper Code : 101131

Name of the Paper : Business Communication

Name of the Course : Bachelor of Business Studies (BBS), 2015

Semester : I

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt all questions.

1. (a) With relevant examples briefly explain the 7C's of communication. (7)
(b) What is Grapevine ? What are various types of grapevine in an organisation?
As a manager how will you deal with grapevine ? (6)

2. (a) Draft a memo as directed :

Various Universities in India offer their academic programmes through distance learning mode of education. A number of executives of your company have sought permission to improve their educational qualifications through these programmes. As the Manager of Personnel Department of this company, write a memo to be sent to all executives spelling out (i) the company's policy in this regard and (ii) the deadline for submitting their applications. (6)

- (b) You are a sales executive for Kapoor and Sons, which manufactures office furniture. Draft a letter to M/s Patel and Sons, in reply to an enquiry from them about your product range, prices, terms of payment and any other relevant details.

P.T.O.

OR

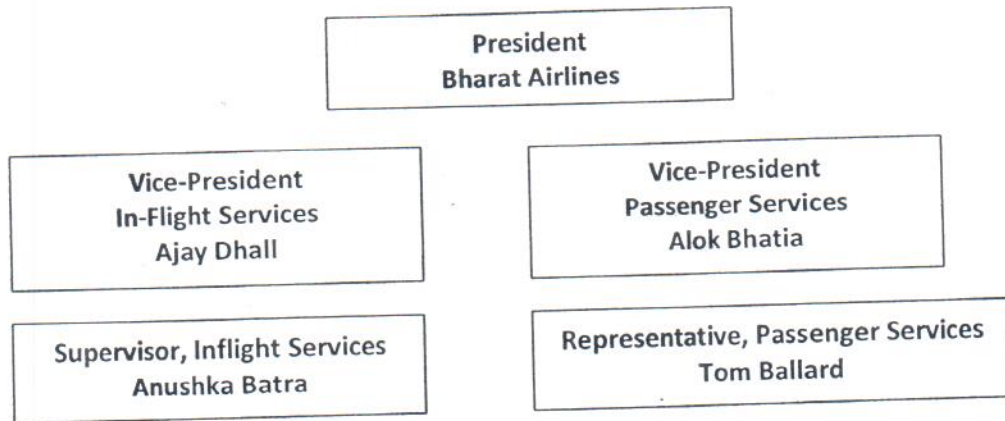
- (b) Write a letter to M/s Ali and Sons, Turner Road Bandra, Mumbai 400 050, reminding them that they have neither answered your two previous letters nor settled their account with you. (6)
3. (a) Explain the relevance of non-verbal communication in oral presentations. (7)
- (b) How have market globalization and cultural diversity contributed to the increasing importance of International Communication? (6)
4. (a) You are planning to apply to a private sector bank for a summer job opportunity. Draft a resume to be mailed to this bank requesting for a summer internship in Marketing/Finance/HR. (6)
- (b) You have applied for a management trainee position in an MNC based in Delhi. How should you prepare for the interview? (6)
5. Write short notes on **any two** of the following : (6×2=12)
- (i) Process of Negotiation
 - (ii) Process of Communication
 - (iii) Relevance of AIDA in Business Communication
6. Case Study :

Anushka Batra is supervisor of in-flight services at Delhi base of Bharat Airlines, a successful air carrier with routes throughout India. In addition to Delhi, it has bases in six major cities.

Batra's job involves supervision of all in-flight services and personnel at the Delhi base. She has been with the airline for seven years and in her present job for two years. In her job, she reports directly to Ajay Dhall, vice president of in-flight services.

During the past year, Batra has observed what she believes is a great deal of duplication of effort between flight attendants and passenger service personnel in the terminal with respect to paperwork procedures for boarding passengers. This, she believes, has resulted in unnecessary delays in departures of many flights. Thus, she has decided to try to coordinate the efforts of flight attendants and passenger service personnel with a simpler, more efficient boarding procedure.

In this respect, she has, on three occasions during the past two months, written memo to Tom Ballard, Bharat's passenger services representative at the Delhi base. Each time, Batra requested information regarding specific procedures, time, and costs for boarding passengers on through flights. She has received no reply from Tom Ballard. He reports directly to Alok Bhatia, vice president of passenger services at the Delhi base. The organization structure for the Bharat base:



Last week, Batra wrote a memo to Ajay Dhall:

For several months, I have been trying to develop a new method for facilitating the boarding of passengers on through flights by more closely coordinating efforts of In-Flight Services and Passenger Services. The results would be a reduction in clerical work, cost and ground time and closer adherence to departure times for through flights: "Unfortunately, I have received no cooperation at all in my efforts from the passenger service representative. I have made three written requests for information, each of which has been ignored. Needless to say, this has been frustrating to me. While I realize that my beliefs may not always be correct, in this instance I am only trying to initiate something that will be beneficial for everyone involved: Passenger Services, In-Flight Services, and, most important, Bharat

P.T.O.

Airlines. I would like to meet with you to discuss this matter and the possibility of my transferring back to flight duty.

Ajay Dhall summoned Alok Bhatia and Tom Ballard to a hastily called conference. Tom Ballard was mildly asked why he had not furnished the information that Batra has requested.

“Too busy”, he said. “Her questions were out of sight. There was no time for me to answer this sort of request. I’ve got a job to do. Besides, I don’t report to her”.

“But Tom, you don’t understand,” Ajay Dhall said. “All Anushka Batra is trying to do is improve the present system of boarding passengers on through flights. She has taken the initiatives to work on something that might benefit everyone”.

Tom Ballard thought for a moment. “No” he replied, “it didn’t look like that to me. You know I’ve also had ideas on how to improve the system for quite sometime. Anyway, she’s going about it all wrong.”

Answer the following questions :

- (i) Discuss the barriers to effective communication you detect in this case ? (6)
- (ii) What would you recommend that the management of Bharat Airlines do to remedy this situation ? (7)

[This question paper contains 2 printed pages.]

Sr. No. of Question Paper : 4104

Roll No.....

Unique Paper Code : 101132

Name of the Paper : Fundamentals of Management

Name of the Course : Bachelor of Business Studies (BBS), 2015

Semester : I

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt **all** questions. (Question carry internal choice)

1. Read the case and answer the question that follows :

“Managing by objectives is nothing new in our police department here”, said Commissioner Aswini Kartik of the Metropolitan police. “We have always established objectives towards which everyone in our department strives. Our job is varied and diverse but encompasses the maintenance of law and order, firmly and fairly; in addition, we have to protect human lives and property; and to be conscious of the general welfare of the millions of people who inhabit our city and call it home. Every man is aware of these objectives in our department and knows he will have to strive towards it. Now, I am fully aware that, being a service operation, we cannot measure by the yardstick of profits, costs, sales, or product output, as is done in manufacturing concerns. However, I reiterate very strongly that this does not mean we are not managing by objectives. Ask everyone in my department”.

Commissioner Kartik was speaking to a management consultant who had come to discuss ways of improving the efficiency of the police force by introducing management by objectives in his department.

- (a) Do you think Commissioner Kartik is engaging in managing by objectives?
If not, then why? (10)

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2. Comment on the following (Choose any **TWO**) : (2×5=10)
- (a) Contingency approach to management is a commonsense approach.
 - (b) Planning is a mere ritual in fast changing environment.
 - (c) "Every organization is a learning organization". Do you agree with the statement ?
3. The Director of an educational institute plays a variety of roles in managing the institution. Discuss the various managerial roles as suggested by Mintzberg. (10)
4. Recommend an appropriate form of business ownership for the following. Justify your answer.
- (i) Textile mill
 - (ii) Grocery Store (2×5=10)
5. Samay Gupta is the President of the Capital Trust Bank which has embarked on a mass computerization programme and purchasing automated tellers which will reduce the need for having real tellers. A detailed plan for implementation has been drawn up. Samay took the matter up at the board meeting but his plan did not go well with the directors who feared backlash from the current tellers as it would cause a loss of job to them and alter the reporting relationships in the organization. Also the dismissal of the tellers would bring bad publicity to the company, involve paying compensation to those laid off and demoralize the present staff. But at the same time Samay knew that if the bank has to remain viable in face of increasing competition, automation is the way to go. He had to take a decision!
- What decision do you think would Samay take analyzing the decision situation in terms of the costs, benefits and problems associated with it ? Is this decision programmed or non programmed ? Explain. (10)
6. Suggest a suitable form of departmentalization. Give reasons for your choice.
- (a) Railways
 - (b) A global tax planning and accounting firm
 - (c) An Ice-cream manufacturing unit (3×5=15)
7. Write a short note on any **TWO** : (10)
- (a) Mc Kinsey 7S Framework
 - (b) Licensing and Franchising
 - (c) Scientific Management Approach
- (400)

[This question paper contains 6 printed pages.]

Sr. No. of Question Paper : 4105

Roll No.....

Unique Paper Code : 101133

Name of the Paper : Business Statistics and Applications

Name of the Course : Bachelor of Business Studies (BBS), 2015

Semester : I

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt five questions in all.
3. Question Number 1 is compulsory.
4. Attempt all parts of a questions together.

1. Answer the following questions : (5×3)

- (a) What is a Time Series ? State the different components of Time Series.
- (b) If the arithmetic mean of two items is 12.5 and geometric mean is 10, what is the difference between the two items ?
- (c) On an average, one in 400 items is defective. If the items are packed in boxes of 100, what is the probability that in any given box of items will contain no defectives ?
- (d) What is Fisher's Ideal index ? Why is it called 'ideal' ?
- (e) State True or False and give reason for your answer :
 - (i) If one regression coefficient is greater than unity, the other must also be greater than unity.

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(ii) $r = 0.5$ implies that 50% of the data are explained.

2. (a) You are given the following information about Advertisement Expenses (X) and Sales (Y) :

Coefficient of Correlation $r = 0.8$

	Advertisement Expenses (X) (in Rs. Cr)	Sales (Y) (in Rs. Cr)
Mean	30	90
S.D.	3	12

- (i) Estimate the two linear regression equations.
- (ii) What should be the Advertisement budget if the company wants to attain a Sales target of Rs. 120 Cr. (6)
- (b) Calculate Karl Pearson's Coefficient of Correlation from the following data and comment on the result : (5)

Experience (X)	16	12	18	4	3	10	5	12
Performance (Y)	23	22	24	17	19	20	18	21

- (c) Two ladies ranked 7 different types of lipsticks in the following order :

Lipsticks	A	B	C	D	E	F	G
Lady X	2	1	4	3	5	7	6
Lady Y	1	3	2	4	5	6	7

Calculate Spearman's rank correlation from the above data. (4)

3. (a) An organisation has two units A and B. An analysis of weekly wages paid to workers gave the following results : (6)

	Unit A	Unit B
No of wage earners	500	670
Average weekly wages (Rs)	65	72
Standard Deviation (Rs)	9	9

- (i) Which unit pays larger amount as weekly wages ?
- (ii) In which unit there is greater variability in wages distribution ?
- (iii) Find the combined average wage and combined standard deviation for the whole organization.
- (b) State Central Limit Theorem. A large freight elevator can transport a maximum of 9800 pounds. Suppose a load of cargo containing 49 boxes must be transported by an elevator. Experience has shown that weight of boxes of this type of cargo follows a distribution with mean 205 pounds and standard deviation 15 pounds. Based on this information what is the probability that all 49 boxes can be safely loaded onto to the freight elevator and transported ? (5)
- (c) The following table gives the distribution of weekly income of 160 families in a town :

Weekly Income (in Rs.)	No. of families
2000-4000	20
4000-6000	40
6000-8000	50
8000-12000	32
12000-16000	16
16000-20000	2

- (i) Calculate the lower and upper quartiles of income level.

(ii) It is decided that top 80% of the families should pay income tax. What is the minimum taxable income ? (4)

4. (a) In an Intelligence test administered on 1000 students, the average score was 42 and the S.D. was 24. Find :

(i) the number of students exceeding the score of 50;

(ii) the number of students with a score between 30 and 54;

(iii) minimum score obtained by top 100 students. (6)

(b) The Marketing manager of XYZ Co. Ltd has recommended the training of the existing sales force to the Management. Because of the expensive nature of the training program the management reviews the educational background of the salesman. The Personnel department of the company has supplied the following information about the existing sales force :

Category	Education	Successful	Unsuccessful	Total
I	Bachelor's Degree only	10	30	40
II	Post graduate Degree	180	60	240
III	MBA Degree	108	12	120

If a salesman is selected at random and is found to be unsuccessful, what is the probability that he belongs to (i) Category I; (ii) Category II and (iii) Category III ? (5)

(c) The probability of a person stopping at a petrol pump will get his tyres checked is 0.12, the probability that he will get his oil checked is 0.29 and the probability that he will get both checked is 0.07. (4)

(i) What is the probability that a person stopping at this petrol pump will have neither his tyres checked nor his oil checked ?

(ii) Find the probability that person who has his oil checked will also have his tyres checked.

5. (a) Fit a straight line trend using the method of least squares to the following data. Also, estimate the Sales of Two-wheelers for the year 2014: (6)

Year	2007	2008	2009	2010	2011	2012	2013
No. of Two-wheelers (in lakhs)	86	96	116	111	156	154	177

- (b) In a college fete a stall is run where on buying a ticket a person is allowed one throw of two die. If it results in a double six, ten times the ticket money is refunded; if one six turns up, double the ticket money is refunded and in other cases nothing is refunded. Will it be profitable to run such a stall? What is the expectation of the player assuming he plays the game with Re. 1? (5)
- (c) Compute the 5-yearly moving average for the following data: (4)

Year	Production (in Rs. Cr)	Year	Production (in Rs. Cr)
2002	24	2008	78
2003	28	2009	94
2004	34	2010	112
2005	42	2011	132
2006	52	2012	154
2007	64	2013	178

6. (a) The cost of living index uses the following weights: Food 40; Rent 15; Clothing 10; Fuel 10; Miscellaneous 15. During the period 2008-13, the cost of living index rose from 100 to 205.83. Over the same period the percentage rise in prices were: Rent 60; Clothing 180; Fuel 75; Miscellaneous 165. What is the percentage change in the price of food? (6)
- (b) The table below gives the details of price and consumption of 5 commodities for 2008 and 2013. Using an appropriate formula calculate an index for the year 2013 prices with 2008 as base: (5)

Commodity	RICE	WHEAT	OIL	FISH	MILK
2008 Price per unit	40	25	95	110	80
2013 Price per unit	48	27	105	120	100
Consumption Value 2008 (in Rs.)	800	400	760	1100	480

- (c) The following are the Index numbers of Wholesale prices of a Commodity with the year 2001 as the base :

Year	2001	2002	2003	2004	2005	2006	2007
Index	100	120	130	200	300	350	400

Prepare new Index numbers taking 2004 as the base year. (4)

[This question paper contains 6 printed pages.]

Sr. No. of Question Paper : 4106

Roll No.....

Unique Paper Code : 101134

Name of the Paper : Financial Accounting

Name of the Course : Bachelor of Business Studies (BBS), 2015

Semester : I

Duration : 3 Hours

Maximum Marks : 75

Instructions for Candidates

1. Write your Roll No. on the top immediately on receipt of this question paper.
2. Attempt five questions in all.
3. All questions carry equal marks.
4. Use of simple calculators is allowed.

1. (a) Following is the extract from Balance Sheet of XYZ Ltd.

XYZ Ltd.		
Balance Sheet as at 31 March 2014		
Particulars		As at 31-03-2014
		Amount (Rs.)
A	Equity & Liabilities	
1	Shareholders' funds	
	(a) Share Capital	10,00,000
	(b) Reserves & Surplus	5,00,000
	(c) Money received against share warrants	NIL
2	Share Application money pending allotment	NIL
3	Non-Current Liabilities	
	(a) Long-term borrowings	3,00,000

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4	Current Liabilities	
	(b) Trade Payables	2,50,000
	(c) Other current liabilities	1,50,000
	Total	22,00,000
B	Assets	
1	Non-Current Assets	
	(a) Fixed assets	
	(i) Tangible assets	10,00,000
	(ii) Intangible assets	2,00,000
2	Current Assets	
	(a) Inventories	4,00,000
	(b) Trade receivables	5,00,000
	(c) Cash & Cash Equivalents	1,00,000
	Total	22,00,000

Some additional information is also available – Cost of goods sold is Rs. 24,00,000; the company has the policy to keep a margin of 25% on cost.

From the above information, you are required to calculate the following ratios and comment on the results :

- (i) Current ratio
 - (ii) Liquid ratio
 - (iii) Working Capital
 - (iv) Fixed Asset turnover ratio
 - (v) Stock turnover ratio
 - (vi) Fixed Assets / Shareholder's net worth (12)
- (b) State two ratios relevant for testing solvency of a company. Explain their significance. (3)
2. (i) "Convention of Materiality is an exception to Convention of Full Disclosure." Do you agree ? Explain. (3)
- (ii) Why do we need different accounts ? Classify accounts on conventional basis and state their respective rules of Debit and Credit. (6)

(iii) Show the effect of following transactions on Accounting Equation :

- (a) Received Commission Rs. 67,000 (Half of the amount is in advance)
- (b) The owner sold personal jewellery for Rs. 2,00,000 and invested the entire amount in business
- (c) Salary outstanding to employee for 3 months @ Rs. 2,000 per month
- (d) Bought furniture for use in office Rs. 10,000
- (e) Purchased goods from Mr. X worth Rs. 29,400 on credit
- (f) Paid Rs. 29,000 to Mr. X in full settlement of his account (6)

3. (a) What is a Trial Balance ? Prepare a Trial Balance from the following information.

Name of the Business : M/s G.R. & Co.

Accounting year : 1st April 2013 to 31st March 2014

Account balances (all figures are in Rupees) at the end of the accounting year are as follows :

Capital	60,000	Discount Received	120
Opening Stock	16,400	Bills Payable	4,090
Sales	81,200	Creditors	10,370
Gas and Water	840	Return Outward	6,400
Building	20,000	Bank Charges	3,370
Wages	18,490	Drawings	2,480
Debtors	35,800	Trade Expenses	990
Commission paid	1,470	Cash	800
Machinery	10,270	Bank Balance	5,260
Carriage	3,370	Purchases	32,160
Rent Received	430	Rates and taxes	840
Salaries	4,300	Furniture	1,250
Insurance	1,060	Bills Receivables	1,470
Return Inward	490	Goodwill	1,500

(7)

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- (b) Prepare Comparative Balance Sheet from the following information and give your comments on financial position of the concern.

M/s ABC Ltd.
Balance Sheet

Particulars	31-3-2013 (Rs.)	31-3-2014 (Rs.)
Equity & Liabilities		
Shareholders' Funds		
Equity Share Capital	6,00,000	8,00,000
Reserve and Surplus	3,30,000	2,22,000
Non-Current Liabilities		
Debentures	2,00,000	3,00,000
Long Term Loans	1,50,000	2,00,000
Current Liabilities		
Bills Payable	50,000	45,000
Sundry Creditors	1,00,000	1,20,000
Other Current Liabilities	5,000	10,000
Total	<u>14,35,000</u>	<u>16,97,000</u>
Assets		
Fixed Assets		
Land & Building	3,70,000	2,70,000
Plant & Machinery	4,00,000	6,00,000
Furniture & Fixture	20,000	25,000
Other Fixed Assets	25,000	30,000
Current Assets		
Stock	2,50,000	3,50,000
Sundry Debtors	2,00,000	2,50,000
Bills Receivables	1,50,000	90,000
Cash in Hand & Cash at Bank	20,000	80,000
Prepaid Expenses	0	2,000
Total	<u>14,35,000</u>	<u>16,97,000</u>

4. From the following Balance Sheet of M/s ABC Ltd. for the year ending on 31st March 2014 and some additional information given thereafter you are required to prepare Cash Flow Statement.

Particulars	31-3-2013 (Rs.)	31-3-2014 (Rs.)
Equity and Liabilities		
Shareholders' Funds		
Equity Share Capital	3,50,000	4,50,000
Redeemable preference Share Capital	1,50,000	1,00,000
General Reserve	45,000	75,000
Profit and Loss A/c	30,000	48,000
Current Liabilities		
Sundry Creditors	55,000	83,000
Bills Payable	20,000	16,000
Provision For Taxation	40,000	50,000
Proposed Dividend	42,000	50,000
Total	7,32,000	8,72,000
Assets		
Fixed Assets		
Goodwill	1,25,000	1,00,000
Land & Building	2,20,000	1,90,000
Plant	1,00,000	2,20,000
Current Assets		
Sundry Debtors	1,65,000	2,05,000
Stock-in-Trade	77,000	1,09,000
Bills Receivable	20,000	30,000
Cash at Bank	10,000	8,000
Cash in Hand	15,000	10,000
Total	7,32,000	8,72,000

Additional information:

- (i) Depreciation of Rs. 20,000 on Land & Building and Rs. 10,000 on Plant has been charged

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(ii) Interim dividend of Rs. 20,000 has been paid

(iii) Income tax Rs. 35,000 has been paid (15)

5. Record the following transactions in appropriate books. Wind up the books on last date of the month.

3-3-2014	Goods sold for cash Rs. 2,00,000	
4-3-2014	Deposited Rs. 1,30,000 in State Bank of India	
7-3-2014	Paid rent Rs. 10,000 for house occupied by the owner	
9-3-2014	Goods sold to M/s PQR & Sons for Rs. 25,000 on credit	
10-3-2014	Withdrew Rs. 30,000 from State Bank of India for office use	
11-3-2014	Goods purchased for cash Rs. 50,000	
15-3-2014	Business expenses paid in cash Rs. 2,000 electricity bill; Rs. 1,000 sales commission	
17-3-2014	Goods purchased from M/s Chopra Suppliers on credit Rs. 1,20,000	
18-3-2014	M/s PQR & Sons paid Rs 24,500 in full settlement by cheque. The cheque was deposited in bank the next day	
21-3-2014	Received Rs. 7,000 from M/s Plywood & Sons which was written off as bad debt last year	
22-3-2014	New room added to office building at a cost of Rs. 70,000. Payment due but not paid to the builder M/s Buildtech Realtors	
27-3-2014	Goods costing Rs. 2,000 given as charity	(15)

6. Write short notes on any three of the following :

(i) Types of Shares

(ii) AS 6: Depreciation Accounting

(iii) Limitations of Financial Accounting

(iv) Report on Corporate Governance

(v) Accounting Period Concept

(15)

(400)