

(i) Printed Pages : 2

Roll No.

(ii) Questions : 9

Sub. Code :

0	8	9	5
---	---	---	---

Exam. Code :

0	0	2	6
---	---	---	---

Bachelor of Business Administration 6th Semester
(2040)

BUSINESS POLICY AND STRATEGY

Paper—BBA 321

Time Allowed : ~~Three~~ Hours]

[Maximum Marks : 80

Note: Attempt 50% of Total Questions of Question Paper. Time: 2 Hours
All will carry equal marks. Fraction will be lower digit.

(2) Attempt any **two** questions each from Section B
and C respectively where each question is of **15** marks.

SECTION—A

1. Write brief answers to any **four** :

- (i) What do you understand by Mission and Vision of a firm ?
- (ii) What is concept of ETOP analysis ?
- (iii) Discuss value chain analysis.
- (iv) What are core competence of a firm ?
- (v) Evaluate Porter five forces model.
- (vi) Techniques of strategic evaluation.

SECTION—B

2. Discuss process of strategic management.
3. Evaluate various environmental scanning techniques.

0895/NN-17523

1

[Turn over

4. Discuss components of internal environment forces.
5. Discuss corporate level strategies.

SECTION—C

6. Discuss BCG approach of strategic analysis.
7. Discuss structure and process in strategic implementation.
8. Discuss various operational controls.
9. Evaluate 7 S framework.

(i) Printed Pages : 2

Roll No.

(ii) Questions : 14

Sub. Code :

0	8	9	6
---	---	---	---

Exam. Code :

0	0	2	6
---	---	---	---

Bachelor of Business Administration 6th Semester

(2040)

PRODUCTION AND OPERATIONS MANAGEMENT

Paper—BBA 322

Time Allowed : Three Hours]

[Maximum Marks : 80

Note: Attempt 50% of Total Questions of Question Paper. Time: 2 Hours
All will carry equal marks. Fraction will be lower digit.

~~carries 5 marks.~~

~~Section-B : Attempt any TWO questions. Each question
carries 15 marks.~~

~~Section-C : Attempt any TWO questions. Each question
carries 15 marks.~~

SECTION—A

1. What is product design and its characteristics ?
2. What is method study ?
3. What are the objectives of production planning and control ?
4. Describe six sigma concept.
5. Write the objectives of inventory management.

6. XYZ company has an annual demand of 9,000 units. The carrying cost is Rs. 2 per unit, per year. The ordering cost is Rs. 90. Find EOQ and number of orders to be placed per annum.

SECTION-B

7. What do you mean by production and operations management ? Explain its functions in detail.
8. Describe the term plant layout. Discuss in detail the various types of plant layout.
9. Explain the techniques of production planning and control.
10. Define work measurement concept. Discuss its purpose in detail.

SECTION-C

11. Explain the various techniques of inventory control.
12. Describe purchase management. Discuss its objectives and functions.
13. What is maintenance management ? Explain its functions in detail.
14. Explain the following terms in detail :
- (a) Statistical quality control
 - (b) Just in time
 - (c) TQM.

(i) Printed Pages : 2

Roll No.

(ii) Questions : 9

Sub. Code :

0	8	9	7
---	---	---	---

Exam. Code :

0	0	2	6
---	---	---	---

**Bachelor of Business Administration 6th Semester
(2040)**

**SOCIAL AND ETHICAL ISSUES IN BUSINESS
Paper—BBA 323**

~~Time Allowed : Three Hours~~

[Maximum Marks : 80

e: Attempt 50% of Total Questions of Question Paper. Time: 2 Hours
All will carry equal marks. Fraction will be lower digit.

~~any four questions. Each question is of 5 marks.~~

~~(2) Attempt any two questions each from Section B
and C respectively where each question is of 15 marks.~~

SECTION—A

1. Write brief answers :

- (i) What are principles of business ethics ?
- (ii) Define corporate governance.
- (iii) Arguments against social responsibilities.
- (iv) What is corporate excellence ?
- (v) Define business values.
- (vi) Define Social Audit.

SECTION—B

2. Discuss two theories of business ethics.
3. Outline characteristics of ethical organizations.

4. Critically evaluate broad corporate responsibilities.
5. Strong legal framework is essential to achieve various objectives of social welfare objectives of a firm. Elaborate.

SECTION—C

6. Why there is need for good corporate governance practices in India ?
7. Discuss the theories of corporate governance.
8. How corporate excellence can be achieved ?
9. Outline what reforms are still required in India for good governance of corporate sector.

(i) Printed Pages : 2

Roll No.

(ii) Questions : 9

Sub. Code :

0	8	9	8
---	---	---	---

Exam. Code :

0	0	2	6
---	---	---	---

Bachelor of Business Administration 6th Semester

(2040)

ADVERTISING AND BRAND MANAGEMENT

Paper—BBA 325

Time Allowed : Three Hours]

[Maximum Marks : 80

Note: Attempt 50% of Total Questions of Question Paper. Time: 2 Hours
All will carry equal marks. Fraction will be lower digit.

Section—A.

~~(2) From Section—B, C two questions each are compulsory. Each question carries 15 marks.~~

SECTION—A

I. Attempt four questions :

- (i) State the different types of advertising agencies.
- (ii) What is advertising planning ? Expand DAGMAR.
- (iii) Explain the economic and social aspects of advertising.
- (iv) Explain the importance of Celebrity endorsement.
- (v) Differentiate between brand personality and brand identity.
- (vi) Explain briefly brand life cycle.

SECTION—B

- I. Elaborate the role of advertising in marketing mix. How it is involved with other elements of marketing mix ?
- II. What are the factors to be considered while writing an ad copy ? Explain the features of a good advertising layout.
- III. What are the factors influencing media selection ? Explain the different media of advertising.
- IV. What is advertising appropriation ? Explain the various methods of budgeting.

SECTION—C

- I. "People have more faith in Brands rather than products". Critically analyse the statement with role and importance of branding.
- II. Elaborate on 'Brand Equity' and discuss various methods measuring Brand Equity in detail.
- III. What do you understand by Brand Extension ? Discuss various advantages and disadvantages of Brand Extension.
- IV. "Positioning is an outcome of our perceptions about the brand relative to the competing brands"—Discuss with examples. Also, explain various brand positioning strategies.

(i) Printed Pages : 2

Roll No.

(ii) Questions : 9

Sub. Code :

0	8	9	9
---	---	---	---

Exam. Code :

0	0	2	6
---	---	---	---

Bachelor of Business Administration 6th Semester
(2040)

MARKETING OF SERVICES

Paper—BBA 326

Time Allowed : ~~Three Hours~~

[Maximum Marks : 80

Note: Attempt 50% of Total Questions of Question Paper. Time: 2 Hours
All will carry equal marks. Fraction will be lower digit.

~~question is of 5 marks.~~

(2) ~~Attempt two questions each from Section B
and C. Each question is of 15 marks.~~

SECTION—I

I. Write short notes on any four of the following :

- Differentiate between marketing of goods from services.
- Examine briefly the rule of customer service in service delivery.
- Explain the zone of tolerance.
- List the objectives of setting prices in services.
- Role of process in building customer relationship.
- Define Service Quality.

SECTION—II

Note :— Attempt any two questions.

II. "Services possesses some key distinguishing characteristics".
Comment what constitutes the expanded mix of services.

- III. (a) Discuss the importance of understanding customer expectations and perceptions about service.
(b) Write a note on positioning of services.
- IV. What are the various approaches to service quality? How can the various service gaps of service quality be closed?
- V. How can customer participation be enhanced for ensuring delivery of services? Give recommendations. Also explain the challenges of service design.

SECTION—III

Note :— Attempt any two questions.

- VI. Highlight the reasons for growing importance of the service sector in a developing country like India. Also explain briefly the classification of services.
- VII. (a) Recommend various bases of market segmentation of a service.
(b) Examine briefly the consumer purchase process in services.
- VIII. Write short notes on :
- (a) Identifying and classifying supplementary services
(b) Factors affecting services pricing.
- IX. Examine in detail the rule of customer feedback in managing relationships and building loyalty in services.

2. About 50 items are required every day for a machine. A fixed cost of Rs. 50 per order is incurred for placing an order. The inventory carrying cost per item amounts to Rs. 2 per day. The lead period is 32 days. Compute (a) Economic Order Quantity and (b) Re-order level.
3. How are normal and abnormal idle time treated in cost accounts ?
4. What do you mean by Absorption of Overheads ?
5. What do you mean by Zero Base Budgeting ?
6. Define Standard Costing.

SECTION—B

7. "Evolution of Cost accounting is the outcome of deficiencies in financial accounting system." Discuss.
8. Show the stores ledger entries as they would appear when using :
 - (a) Weighted Average method
 - (b) LIFO method

April	Units	Value
		Rs.
1 Balance in hand b/f	300	600
2 Purchased	200	440
4 Issued	150	

April		Units	Value Rs.
6	Purchased	200	460
11	Issued	150	
19	Issued	200	
22	Purchased	200	480
27	Issued	250	

9. What do you mean by Material control ? Discuss different techniques of material control.
10. The standard time allowed for the job is 30 hours. The hourly rate of guaranteed wages is Rs. 15. Because of the saving in time, a worker X gets an hourly wage of Rs. 18 under Rowan Premium Bonus System. For the same saving in time, calculate the hourly rate of wages a worker Y will get under Halsey Premium Bonus System.

SECTION—C

11. Differentiate between allocation and apportionment of overheads. Also discuss different basis of apportionment of overheads with suitable examples.
12. What is budgetary control ? State the main objectives of budgetary control. What are the main steps in budgetary control ?

13. From the information given below, calculate machine hour rate for Machine No. 30.

Cost of machine	Rs. 10,00,000
Installation charges	Rs. 1,00,000
Estimated scrap value after the expiry of its life (15 years)	Rs. 50,000
Estimated working hours per annum	2,000 hours
Rent and Rates for the shop per month	Rs. 20,000
General lighting for the shop per month	Rs. 3,000
Insurance premium for the machine per annum	Rs. 9,600
Repairs and maintenance expenses per annum	Rs. 10,000
Shop supervisor's salary per month	Rs. 6,000
Rate of power per 100 units	Rs. 200
Power consumption — 10 units per hour	

The machine occupies $\frac{1}{4}$ th of the total area of the shop. The supervisor is expected to devote $\frac{1}{5}$ th of his time for supervising the machine.

14. The standard material required to manufacture one unit of product X is 10 kgs and the standard price per kg of material is Rs. 25. The cost accounts records, however, reveal that 11,500 kg of materials costing Rs. 2,76,000 were used for manufacturing 1,000 units of product X. Calculate material variances.

(i) Printed Pages : 7

Roll No.

(ii) Questions : 14

Sub. Code :

0	9	0	1
---	---	---	---

Exam. Code :

0	0	2	6
---	---	---	---

Bachelor of Business Administration 6th Semester
(2040)

ACCOUNTING FOR MANAGEMENT

Paper-BBA 328

Time Allowed : ~~Three Hours~~

[Maximum Marks : 80

Note: Attempt 50% of Total Questions of Question Paper. Time: 2 Hours
All will carry equal marks. Fraction will be lower digit.

~~(2) Attempt any two questions each of 15 marks from
Section B and Section C~~

SECTION-A

1. What is current ratio ? Is it a true signal of firm's short-term liquidity ?
2. What do you mean by Margin of Safety ?
3. What is the difference between marginal costing and absorption costing ?
4. Using the given information find out (a) Current Assets
(b) Current Liabilities.
 - (i) Current Ratio = 2.5
 - (ii) Working Capital = Rs. 90,000.

5. Calculate Funds from operations from the following Income Statement :

	Rs.		Rs.
To Rent paid	25,000	By Gross Income	5,00,000
To Salaries paid	1,00,000	By Profit on sale	
		of vehicle	3,000
To Provision for		By Refund of	
depreciation	50,000	income tax	2,000
To Commission		By Dividend	
paid	5,000	received	10,000
To Provision for			
taxation	1,50,000		
To General			
Reserve	3,000		
To Loss on sale			
of investments	10,000		
To Cost of issue of			
shares written off	2,000		
To Provision for			
legal damages	5,000		
To Net Income	1,65,000		
	5,15,000		5,15,000

6. From the following data, you are required to calculate :
- P/V ratio
 - Break-even sales
 - Sales required to earn a profit of Rs. 4,50,000

Fixed Expenses = Rs. 90,000

Direct Material per unit = Rs. 5

Direct Labour per unit = Rs. 2

Direct Overheads per unit = Rs. 2

Selling Price per unit = Rs. 12

SECTION-B

- What is meant by management accounting and how does management accounting differ from financial accounting ?
- What do you mean by fund flow statement ? Explain the uses of fund flow statement. Also state its limitations.
- From the following information, you are required to prepare balance sheet :

Current Ratio	1.75
Liquid Ratio	1.25
Stock Turnover Ratio (Cost of Sales/Closing Stock)	9
Gross Profit Ratio	25%
Debt Collection Period	1.5 months
Reserves and Surpluses to Capital	0.2
Turnover to Fixed Assets	1.2
Capital Gearing Ratio (Long-term Debt to Equity Capital)	0.6
Fixed Assets to Net Worth	1.25
Sales for the year	Rs. 12,00,000

10. Prepare Cash Flow Statement from the following Balance Sheet :

	March 31, 2019 Rs.	March 31, 2018 Rs.
I Equity and Liabilities :		
Shareholders' Funds		
Share Capital	6,30,000	5,60,000
Reserve and Surpluses	3,08,000	1,82,000
Current Liabilities		
Trade Payables	2,80,000	1,82,000
Total	12,18,000	9,24,000
II Assets		
Non-Current Assets		
Fixed Assets	3,92,000	2,80,000
Current Assets		
Inventory	98,000	1,40,000
Debtors	6,30,000	4,20,000
Cash and Cash Equivalents	98,000	84,000
Total	12,18,000	9,24,000

Additional Information :

- (i) An old machinery having book value of Rs. 42,000 was sold for Rs. 56,000.
- (ii) Depreciation provided on machinery during the year was Rs. 28,000.

SECTION-C

- 11. What do you mean by marginal costing ? Discuss the applications of marginal costing with respect to managerial decision making.
- 12. Write short notes on :
 - (a) Essential features of responsibility accounting.
 - (b) Types of responsibility centres.
- 13. Company A and Company B both under the same management make and sell same type of product. Their budgeted profit and loss accounts for the year ending 2019 are as under :

	Company A		Company B	
	Rs.	Rs.	Rs.	Rs.
Sales		3,00,000		3,00,000
Less : Variable Cost	2,40,000		2,00,000	
Fixed Cost	<u>30,000</u>		<u>70,000</u>	
		2,70,000		2,70,000
Profit		30,000		30,000

You are required to :

- (a) Calculate the break-even points for each company.
- (b) Calculate the sales volume at which each of the two companies will make a profit of Rs. 10,000.
- (c) State which company is likely to earn greater profit in conditions of :
 - (i) Heavy demand for the product.
 - (ii) Low demand for the product.

Give reasons for your answer.

14. A company annually manufactures 10,000 units of a product at a cost of Rs. 4 per unit and there is a home market for consuming the entire volume of production at a sale price of Rs. 4.25 per unit. In the year 2020, there is a fall in the demand for home market which can consume 10,000 units only if the selling price is reduced to Rs. 3.72 per unit. The analysis of cost per 10,000 units is :

Material	Rs. 15,000
Wages	Rs. 11,000
Fixed Overheads	Rs. 8,000
Variable Overheads	Rs. 6,000

The foreign market is explored and it is found that this market can consume 20,000 units of product if offered at a sale price of Rs. 3.55 per unit. It is also analysed that for every additional 10,000 units of product (over initial 10,000 units) the fixed overheads will increase by 10 percent. Is it worthwhile to capture the foreign market ?

(i) Printed Pages : 2

Roll No.

(ii) Questions : 9

Sub. Code :

0	9	0	2
---	---	---	---

Exam. Code :

0	0	2	6
---	---	---	---

**Bachelor of Business Administration 6th Semester
(2040)**

**HUMAN RESOURCE PLANNING AND PERFORMANCE
MANAGEMENT
Paper-BBA 329**

~~Time Allowed : Three Hours~~

[Maximum Marks : 80]

Note: Attempt 50% of Total Questions of Question Paper. Time: 2 Hours
All will carry equal marks. Fraction will be lower digit.

B and C. Each question will carry 15 marks. The total weightage of each Section being 30 marks.

SECTION—A

1. Do any four questions :

- (i) Explain briefly the concept of HR demand forecasting. 5
- (ii) What do you understand by Career Anchors ? 5
- (iii) What is Performance Planning ? 5
- (iv) Discuss in brief the concept of Succession Planning. 5
- (v) List the main differences between Coaching and Monitoring. 5
- (vi) Explain briefly the concept of Potential Appraisal. 5

SECTION—B

2. What do you understand by Human Resource Planning? Discuss the objectives of Human Resource Planning in the present scenario. 15
3. Discuss the elements and process of Career Planning in detail. 15
4. Explain the various challenges faced while implementing Succession Planning and suggest the measures to overcome these challenges. 15
5. Discuss the various methods used in forecasting demand and supply for employees in an organization. 15

SECTION—C

6. What is Performance Management? Discuss the challenges and concerns for the implementation of Performance Management. 15
7. Explain in detail the Expectancy theory. Discuss its significance in Performance Planning. 15
8. Discuss the process of Performance Appraisal in detail. 15
9. Discuss the objectives and techniques of Potential Appraisal. 15

(i) Printed Pages: 2

Roll No.

(ii) Questions : 14

Sub. Code :

0	9	0	3
---	---	---	---

Exam. Code :

0	0	2	6
---	---	---	---

Bachelor of Business Administration 6th Semester
(2040)

COMPENSATION MANAGEMENT

Paper—BBA 330.

Time Allowed : ~~Three Hours~~

[Maximum Marks : 80

Note: Attempt 50% of Total Questions of Question Paper. Time: 2 Hours
All will carry equal marks. Fraction will be lower digit.

~~Carrying over marks is not allowed.~~
~~Have four questions each. Attempt two questions from~~
~~each Section. Each question carries 15 marks.~~

SECTION—A

1. What is skill based pay ?
2. What are the benefits of using Employee Stock Ownership (ESOPs) as a compensation strategy for an employer and employee ?
3. Explain the difference between job enlargement and job-enrichment.
4. Enlist some errors that can occur while evaluating the performance of employees.
5. Explain the principles of job-evaluation.
6. Write a short note on broad banding.

SECTION—B

1. Discuss economic theories of compensation.
2. Explain different methods of job evaluation.
3. What are the various factors that affect compensation levels in an organisation ?
4. Write short notes on :
 - (a) Rating scales
 - (b) Forced choice method
 - (c) Forced distribution method
 - (d) Management by objectives.

SECTION—C

1. Explain the latest trends in compensation management.
2. What do you mean by Fringe benefits ? What are its objectives. Also explain various types of fringe benefits offered by employees in India.
3. Explain in detail the various forms of incentive plans offered by an employer in the compensation package.
4. Explain in brief profit sharing scheme of compensation. What are the benefits of using profit sharing schemes as a compensation strategy for an employer and employee ?