

Roll No. :

220921

June, 2010

**Bachelor of Business Administration Examination
[BBA]**

Second Semester

B-201: Human Behavior in Organization

Auto

Time: 3 Hours

Max Marks: 90

Note: Attempt any three Questions from section A carrying 18 marks each. Section B is compulsory and carries 36 marks.

Section A

- Q1. "OB is the concerned with the study of what people do in an organization and how that behavior affects the performance of the organization" Discuss with the help of various models of OB.
- Q2. What is learning? Explain different theories of learning with suitable examples.
- Q3. What are the various factors affecting perception of an individual? Explain with suitable examples.
- Q4. How can a manager make his subordinates to achieve organizational goals? Discuss in the light of different theories of motivation.
- Q5. Write short notes on the following (Any Two):
- (a) Personality
 - (b) Values and attitudes
 - (c) Stages of group development
 - (d) Functional v/s dysfunctional conflict

Section B

- Q6. Analyze the following case and answer the questions given at the end:

THE OPEN BUDGET

Command Press, Incorporated, manufactures and sells a complete line of greeting cards, invitations, party favours etc. In 1981, total sales exceeded \$100 million and the company employed 360 people.

Preparation of the annual budget for marketing is the combined responsibility of the budget officer, the division sales managers, and the vice president. The budgeting process revolves around a fiscal year which runs from July 1 through June 30 of the following year. Around April 1 of each year, each sales division manager is requested to submit his or her budget proposal for the next fiscal year. After each division manager submits the personnel and financial needs, the budget officer and vice president meet, analyze the requests, and propose a budget.

After budget is prepared, the president briefs the board of directors. If they approve the budget, the documents become the new budget for the fiscal year beginning July 1. While the budget is reviewed at mid year (six month point) and adjust internally, the general tendency is to leave the budget "as is" once approved.

Linda Seigmiller, sales manager of Division A, prepared her budget proposal on April 6 and submitted it to the vice president. In her budget proposal, she requested one new sales person because the sales of division A had increased 7.5 percent during the past year. The unwritten guideline in the company was that a division received an additional person for every 7.5 percent increase in sales. She also requested a proportional increase in supplies, travel expenses and the telephone expenses for Sales Division A. She knew that her division had, by far, the largest sales increase for the year and she felt confident that her requests would be honored.

After preparing and sending her budget proposal to the vice president, Linda received the third-quarter sales figures and observed the following sales increases for each division: A (30%); B (6.3%); C (4.3%); D (8.8%). After seeing these figures, she called a staff meeting on May 1. In this meeting her section managers indicated that they believed the increase in sales would continue for Division A through the next fiscal year. Linda did not inform the vice president of this new projection.

At a staff meeting on June 1, the vice president told the Division sales managers that the president had approved the new budget and that it would be distributed within the week. The sales manager of the division C asked a question about new people needed because of increased sales. The vice president responded that Division A would receive 1 additional salesperson, division B would receive 2.5, Division C will receive 7, and Division D would receive 1. Linda was shocked by the response and immediately requested a reevaluation of the budget because her division had the largest increase in sales and the smallest increase in new personnel

After leaving the meeting, Linda telephoned the budget officer and asked if he could explain to her the logic for the allocation of new personnel. He replied that she had requested one new position and she received one new position. She countered by informing him of the third-quarter sales figures and said she now needed three new people to meet anticipated sales. She also asked "why did Division C receive 7 new authorizations with only a 4.3 percent increase in sales?" The budget officer responded that he didn't exactly know the reasoning behind the allocation of new people; however, he did know that Division A received 100 percent of its requested budget while the other divisions received less than they requested.

After the telephone conversation, Linda felt disgusted because she had been honest during the budgeting process and had requested only those increases that could be documented by increases in productivity, where as it appeared that other departments had "padded" their budget requests

Questions

1. What are the major sources of conflict among the divisions?
2. What strategy did Linda Seigmiller use to deal with other divisions? What strategies did other divisions use to accumulate resources?
3. How has competition among divisions hurt the overall effectiveness of Command Press?
4. Do you think that Linda Seigmiller will act differently the next time budget are reviewed? Why?

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Roll No.

220922

June, 2010
Bachelor of Business Administration Examination
[BBA]

Second Semester
B-202: Business Communication

Time: 3 Hours

Auto
Max Marks: 90

Note: Attempt any three questions from Section A carrying 18 marks each. Section B is compulsory and carries 36 marks.

Section A

- Q.1. Define communication and explain in detail process of communication with appropriate examples.
- Q.2. How can barriers of communication be managed? Explain with examples.
- Q.3. "Effective listening facilitates better communication" – Justify the statement.
- Q.4. Discuss requisites for effective public speaking.
- Q.5. Short Notes (Any Two)
 - i) Communication Models.
 - ii) Verbal and Non-verbal communication.
 - iii) Prepare your resume to be submitted for a multi- national company.

Section B

- Q.6. Draft a letter to the senior officer in the company, intimating him about the delay taking place in meeting the deadline of delivering the goods due to resource scarcity.
- Q.7. Prepare an advertisement for the post of Marketing Head in XYZ Company with appropriate information.

OR,

Draft a letter to invite panelists for selection procedure in area of HR for ABC Company.

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Roll no.....

220923

June 2010
Bachelor of Business Administration Examination
[BBA]

Second Semester

B-203 : Management Accounting

Time: 3 hours

Maximum Marks: 90

Auto

Note: Attempt any two questions from Section A and any three questions from Section B. Each question carries equal marks.

Section A

- Q.1 What are the different methods used for the analysis and interpretation of financial statements?
Q.2. Explain Liquidity Ratio, Profitability Ratio and Activity Ratio.
Q.3. Define the term "Cash Flow". Explain the objectives of cash flow analysis.

Section B

- Q.4. A company sells goods on cash as well as on credit. The following particulars are extracted from their books of accounts:

	(Rs.)
Gross Total Sales	4,00,000
Cash Sales	80,000
Sales Returns	28,000
Debtors at the end	36,000
Bills Receivable at the end	8,000
Provision for doubtful debts	3,000
Total creditors at the end	25,000

Calculate Average Collection Period.
Take 365 days in a year.

- Q.5. The following are the comparative balance sheets of XYZ Ltd. as on 31st December 2003 and 2004.

Liabilities	2003	2004	Assets	2003	2004
	(Rs.)	(Rs.)		(Rs.)	(Rs.)
Share Capital (Share of Rs.10 each)	3,50,000	3,70,000	Land	1,00,000	1,50,000
Profit & Loss a/c	50,400	52,800	Stock	2,46,000	2,13,500
9% Debentures	60,000	30,000	Goodwill	50,000	25,000
Creditors	51,600	59,200	Cash and Bank	42,000	35,000
			Temporary Investments	3,000	4,000
			Debtors	71,000	84,500
Total	5,12,000	5,12,000	Total	5,12,000	5,12,000

Other particulars provided to you are: (a) Dividends declared and paid during the year Rs.17, 500 (b) Land was revalued during the year at Rs.1, 50,000 and the profit on revaluation transferred to profit and loss account. You are required to prepare a Cash Flow Statement for the period ended 31-12-2004.

Q.6. From the following information, prepare a comparative income statement of Java Ltd.

	2004	2005
Sales	120% of cost of goods sold	50% of cost of goods sold
Cost of Goods Sold	Rs.20, 00,000	Rs.25, 00,000
Indirect Expenses	Rs. 40, 000	Rs.1, 25,000

Rate of Income Tax 50% of Net Profit Before tax.

Q.7. Compute financial leverage from following and comment on each situation.

- (a) EBIT 10,000
 Debentures 10% Rs. 9,000
- (b) EBIT 10,000
 Debentures 10% Rs. 10,000

Q.8. Calculate Current Ratio when inventory is Rs.80, 000; Prepaid Expenses are Rs.2, 000; Quick Ratio is 2.5:1 and Current Liabilities are Rs.50, 000

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2004	2005	Assets	2004	2005	Liabilities
(Rs.)	(Rs.)		(Rs.)	(Rs.)	
1,00,000	1,00,000	Land	1,00,000	1,00,000	Share Capital (Rs. 10 lakh)
1,50,000	1,50,000	Stock	1,50,000	1,50,000	Profit & Loss acc
25,000	25,000	Goodwill	25,000	25,000	5% Debentures
37,000	37,000	Cash and Bank	37,000	37,000	Current
1,000	1,000	Prepaid Expenses	1,000	1,000	
24,500	24,500	Debtors	24,500	24,500	
2,12,000	2,12,000	Total	2,12,000	2,12,000	Total

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220924

June, 2010
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Second Semester
B-204: Financial Management

Time: 3 hours

Maximum Marks: 90

Auto

Note: Answer any two questions from Section A and any three questions from section B. Each question carries equal marks.

Section A

- Q.1. Briefly explain the three key activities of the financial manager.
Q.2. How will a firm go about determining its "optimal capital structure"?
Q.3. What is combined leverage? What does it measure?

Section B

- Q.4. A simplified income statement of Zenith Ltd. is given below. Calculate and interpret its degree of operating leverage, degree of financial leverage and degree of combined leverage.

Income Statement of Zenith Ltd. for the year ended 31st March 2005

	Rs.
Sales	10,50,000
Variable Cost	7,67,000
Fixed Cost	75,000
EBIT	2,08,000
Interest	1,10,000
Taxes (30%)	29,400
Net Income	68,600

- Q.5. Hi-Tech Ltd. plans to sell 30,000 units next year. The expected per unit cost of goods is as follows:

	Rs.
Raw Material	100
Manufacturing Expenses	30
Selling, administrative and financial expenses	20
Selling Price	200