

POKHARA UNIVERSITY

Level: Bachelor

Semester: Spring

Year: 2025

Programme: BBA/BBA-BI/BBA-TT

Full Marks: 100

Course: Business Mathematics II

Pass Marks: 45

Time: 3 hrs.

Candidates are required to answer in their own words as far as practicable. The figures in the margin indicate full marks.

Section “A”

Very Short Answer Questions

Attempt all the questions. [10×2]

1. Evaluate : $\lim_{x \rightarrow 2} \frac{x^2 - 4}{x^2 - 5x + 6}$
2. Find the derivative of $y = \ln(\sqrt{x^2 + 100})$
3. Determine whether the function $f(x) = 2x^3 - 10x^2 + 1$ is concave upward or concave downward at the point $x = 0$ and $x = 2$
4. If $u = f(x, y) = x^2 + 2xy + 3y^3$; find f_{yy} .
5. Find du , if $u = x^2 + 3xy + y^2$
6. Find the critical point for the function $u = -x^2 + 12x - y^2 + 27y$
7. Integrate: $\int \frac{x+5}{x+2} dx$
8. Solve the differential equation $xdy - ydx = 0$.
9. Sketch the graph of the inequality: $2x + y \geq 4$.
10. Whether the function $f(x) = 2x^3 + 3x^2 - 4x + 1$ is increasing or decreasing at $x = 3$?

Section “B”

Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. a. Evaluate $\lim_{x \rightarrow 2} \frac{x^2 - 4}{\sqrt{3x-2} - \sqrt{x+2}}$.
b. Examine the continuity of the function at point $x = 1$
$$f(x) = \begin{cases} 3x - 1 & \text{for } x < 1 \\ 2x & \text{for } x = 1 \\ 3x^2 - 1 & \text{for } x > 1. \end{cases}$$
12. a. Find the derivative of
(i) $y = \log(x + \sqrt{x^2 + 4})$ (ii) $y = x^2 e^{2x}$
b. An epidemic is spreading through a large western area. Health officials estimate that the number of persons who will be affected by the disease is a function of time since the disease was detected. Specifically, the function is $n = f(t) = 300t^3 - 20t^2$. Where n equals the number of persons and $0 \leq t \leq 60$ measured in days.

- i. How many persons are expected to have caught the disease after 10 days?
- ii. What is the instantaneous rate at which the disease is expected to be spreading at $t = 20$.

13. a. Deduce the relation $MR = AR (1 - \frac{1}{n_d})$ where n_d is the elasticity of demand, AR and MR are average and marginal revenue.

b. If $u = \log(x^3 + y^3 + z^3 - 3xyz)$, then prove that $\frac{\partial u}{\partial x} + \frac{\partial u}{\partial y} + \frac{\partial u}{\partial z} = \frac{3}{x + y + z}$

14. a. Find $\frac{du}{dx}$ and $\frac{d^2u}{dx^2}$ if $u = x^2 + y^2 + z^2$, $y = 2x + 1$, $z = 3x - 1$

b. Find the maximum or minimum value of the function (use Lagrange's methods)

$u = x^2 + 3xy - 6y$ subject to constraints $x + y = 42$.

15. a. Utility as a function of the quantities of two commodities is given by $u = 7x + 20y - x^2 - xy - 3y^2$, find the level of consumption of x and y for maximum utility.

b. The demand function for certain commodity is $q = 500 - 2p$

- i. Determine the expression for elasticity of demand.
- ii. Find the elasticity of demand at $p = \text{Rs. } 100$ and interpret the result.

16. a. Evaluate $\int_2^4 \left(1 - \frac{1}{x^2}\right) e^{x+\frac{1}{x}} dx$.

b. Find the consumer's surplus and producer's surplus if the demand and supply function under perfect competition are

$p_d = 16 - x^2$ and $p_s = 2x^2 + 4$

17. a. Find the general and particular solution for the differential equation:

$$\frac{d^2y}{dx^2} = 6x + 18, f'(5) = -10, f(2) = 30$$

b. Let the marginal cost of a firm be $200 - 20x + 0.2x^2$, where x is the input. Obtain the total cost function of the firm assuming the fixed cost if Rs. 5000.

Section “C”

Case Analysis

18. *Read the case situation given below and answer the questions that follow: [20]*

a. A tire manufacturer studying the effectiveness of television advertising and other promotions on sales of its DRIPER-brand tires attempted to fit data it has gathered to the equation

$$S = a_0 + a_1 x + a_2 x^2 + b_1 y$$

Where S is the sales revenue in millions of dollars, x is millions of dollars spent on the television advertising, y is millions of dollars spent on other promotions, and a_0, a_1, a_2 and b_1 are constants. The data gathered in two different regions of the country were expenditures for other

promotions were kept constant (at B_1 and B_2), resulted in the following quadratic equations relating TV advertising and sales.

$$\text{Region 1: } 30 + 20x - 0.4x^2 + B_1$$

$$\text{Region 2: } 20 + 36x - 1.3x^2 + B_2$$

The company wants to know how to make the best use of its advertising dollars in the region and whether the current allocation could be improved. Advise management about current advertising effectiveness, allocation of additional expenditures by answering the following questions.

- I. In the analysis of sales and advertising, marginal return to the sale is usually used, and it is given by $\frac{ds_1}{dx}$ for Region 1 and $\frac{ds_2}{dx}$ for region 2.
 - i. Find $\frac{ds_1}{dx}$ and $\frac{ds_2}{dx}$.
 - ii. If a \$10 million is being spent on TV advertising in each region, what is the marginal return to the sales in each region?
- II. Which region would benefit more from additional advertising expenditure, if \$10 million is currently being spent in each region?
- III. If any additional money is made available for advertising, in which region should it be spent?
- IV. How could money already being spent be reallocated to produce more sales revenue?

b. Par, Inc. is a small manufacturer of golf equipment and supplies whose management has decided to move into the market for medium- and high-priced golf bags. Par's distributor is enthusiastic about new product line and has agreed to buy all the golf bags Par produces over the next three months.

After a thorough investigation of the steps involved in manufacturing golf bag, management determined that each golf bag produced will require the following operations:

- i. Cutting and dyeing the material
- ii. Sewing
- iii. Finishing (inserting umbrella holder, club separators, etc.)
- iv. Inspection and packaging.

The director of manufacturing analyzed each of the operations and concluded that if the company produce medium-priced standard model, each bag will require $7/10$ hour in the cutting and dyeing department, $1/2$ hour in the sewing department, 1 hour in the finishing department, and $1/10$ hour in the inspection and packaging department. The more expensive deluxe model will require 1 hour for cutting and dyeing, $5/6$ hour for sewing, $2/3$ hour for finishing, and $1/4$ hour for inspection and packaging.

Par's production is constrained by number of hours available in each department. After studying departmental workload projections, the director of manufacturing estimates that 630 hours for cutting and dyeing, 600 hours for sewing, 708 hours for finishing and 135 hours for inspection and packaging will be available for the production of golf bags during the next three months.

The accounting department analyzed the production data, assigned all relevant variable costs and arrived at prices for both bags that will result in a profit contribution of \$10 for every standard bag and \$9 for every deluxe bag produced.

- a. Develop a mathematical model of the Par, Inc. problem that can be used to determine the number of standard and deluxe bag to produce in order to maximize total profit contribution.
- b. Find an optimum solution.

POKHARA UNIVERSITY

Level: Bachelor

Semester: Spring

Year: 2025

Programme: BBA/BBA-BI/BBA-TT/BCIS/BHCM/BHM

Full Marks: 100

Course: English II (Old)

Pass Marks: 45

Time: 3 hrs.

Candidates are required to answer in their own words as far as practicable. The figures in the margin indicate full marks.

1. Give the long and analytical answer to the following: [2×15]

- a. Apply four levels of interacting with the poem *The Five Stages of Grief* by Linda Pastan or *To His Coy Mistress* by Andrew Marvell.
- b. Both Anton Chekhov's "The Lady with the Dog" and James Joyce's "A Painful Case" reveal the unfulfilled desire of human beings. What similarities and differences do you notice in the texts? Are the ways of managing human emotions acceptable in both texts? Justify your answer with reference to the texts.

2. Give medium length answer to any five questions: [5×10]

- a. What are the simple rules for 'Keeping Errors at Bay', according to Bertrand Russell?
- b. Summarize the story "Mr. Know-All" by W. Somerset Maugham in a single paragraph
- c. "No Smoke from the Chimneys" is a political poem that describes a time when Nepalese people were struggling for democracy against Rana rule. Justify.
- d. Can it be possible to overcome our senses in order to become god? Discuss with reference to the story "A Tale".
- e. 'Everyone is in sales. It doesn't matter what area you work in, you have clients and you need to sell.' Do you agree? Support your argument.
- f. What are the criteria to measure the performance of an employee in a company? Explain each of them in details.

3. Give short answer to any five of the following questions: [5×2]

- a. What is the central theme of the story "The Telegram on the Table"?
- b. How can we avoid silly errors according to Russell in his essay " Keeping Errors at Bay"?
- c. What is the general mood of the poem "New Year"? Does the poet celebrate the New Year?
- d. What is the main argument of " To Know a Fly"?
- e. Why are some companies advertising their products online?
- f. In your opinion, what lesson does the poet want to convey through the poem "King John and the Abbot of Canterbury"?

4. **Choose the correct word in italics to complete these sentences. [4×1]**

- The company *is divided into/ divides into/ is divided between* three business units.
- She's *charged of/ in charge of/charge for* the Logistic Department.
- The Sales Manager *is reported to/reports to/ reports at* the Sales and Marketing Director.
- The IT Manager is responsible *for / to/ of* developing new software solution.

5. **Complete the sentences with the correct form of the verb in brackets. [4×1]**

- We have seven factories; the (large) one is in Mexico.
- I think our new brochure is (good) than our competitor's brochure.
- Germany is (big) country in the EU.
- 1995 was (bad) year for our company ever.

6. **Use the words in italics to make a question. Look at his answers and decide what questions the journalist asked. (You can add word if necessary) [2×1]**

- your/ where/ sell/ products/ you*
Q:
A: In more than 150 countries.
- the company/ when/ start*
Q:
A: In 1891

POKHARA UNIVERSITY

Level: Bachelor

Semester: Spring

Year: 2025

Programme: BBA/BBA-BI/BBA-TT/BCIS

Full Marks: 100

Course: Financial Accounting I

Pass Marks: 45

Time: 3 hrs.

Candidates are required to answer in their own words as far as practicable. The figures in the margin indicate full marks.

Section “A”

Very Short Answer Questions

Attempt all the questions. [10×2]

1. What is book- keeping? Explain is short.
2. Write any two differences between internal and external users of accounting information.
3. Explain about the quality of accounting information “relevance”.
4. Write any two advantages of preparing balance sheet.
5. Why do firms prepare Bank reconciliation Statement?
6. Show the effect on accounting equation of transaction starting business with share capital Rs.500000 and bank loan Rs. 200000, Creditors Rs. 20000.
7. A company has Rs. 50,000 supplies at the end but total amount of supplies purchased at the beginning of the month was Rs. 200,000. Prepare adjusting entry for supplies expenses.
8. If opening Retained Earning Rs.20000, Profit for the Year Rs30000 and Closing Retained Earning Rs 25000, Calculate Dividend Paid.
9. A company has total sales revenue Rs 2,00,000 and Rs 1,20,000 total operating and other expenses.

Required:

Closing entries for the revenue, expenses and retained earnings.

10. Differentiate between deferral expenses and Accruals expenses.

Section “B”

Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. What are the qualitative characteristics of accounting information? Briefly explain with suitable examples.
12. The following transactions are entered into by Vishwa Auto Services during the first month of its operations:

2024 Jan 1	Articles of incorporation are filed with the state, and 5,000 shares of common stock are issued for Rs 5,00,000.
2024 Jan 2	A – six-month promissory note is signed at the bank and received Rs 1,00,000 cash with interest rate 10% p.a.
2024 Jan 3	Billed customers for services provided Rs 2,00,000.
2024 Jan 4	Purchased office Equipment on Account Rs 1,00,000
2024 Jan 5	Cash collected on account from customers billed on January 3.
2024 Jan 30	Paid office rent Rs 20,000 and Rs 5,000 still to be paid

Required:

- Journal entries
- “T” accounts
- Trial Balance

13. The trial balance of zenith company ltd is given below:

Zenith company Ltd.
Trial balance as on March 31, 2008

Account Titles	Debit	Credit
Office equipment	11000	-
Accumulated depreciation, office equipment	-	1100
Office supplies	2761	-
Cash	6160	-
Creditors	-	1760
Unearned revenue	-	2310
Share capital	-	11000
Retained earning	-	2574
Dividends	2200	-
Advertising revenue earned	-	15191
Salaries expenses	6534	-
Prepaid insurance	5280	-
Total	33935	33935

Additional Information:

- The office equipment was purchased on April 1, 2007 with an estimated useful life of ten years and zero salvage value at the end of life.
- The value of office supplies on march 31, 2008 is Rs 1023.
- Service rendered to clients that had been paid for in advance and had yet to be treated as revenue Rs 510.
- Revenue earned but not yet billed, Rs 400.
- Prepaid insurance of Rs 1760 has been expired to date.

Required:

- a. Necessary adjustment entries
- b. Worksheet for the year ended March 31 2008.

14. The following is the Trial Balance of ABC Co. as on 31st December 2021

Particulars	Dr. Rs.	Particulars	Cr. Rs.
Opening stock	100,000	Common stock	5,00,000
Purchase	350,000	Debenture	1,00,000
Salary	50000	Sales	680000
Wages	100000	Discount Receive	20,000
Rent	40000	General Reserve	100,000
Advertisement	10000	Retaining Earning	175,000
Plant and Machinery	400000	Commission	25,000
Land and Building	300000	Received	
Furniture	100000		
Prepaid insurance	50000		
Cash at Bank	100000		
	1600000		1600000

Additional information:

- i. Closing stock valued at cost Rs. 50,000 and Market Value 54000.
- ii. Depreciate plant and machinery by 10%, furniture by 20%.and Appreciate land and building by 5%
- iii. Outstanding Salary is of Rs. 10,000 and advertisement is Rs. 2,000
- iv. Insurance unexpired Rs.2000 till date.
- v. Provision for Taxation Rs. 40000.
- vi. The Board of Directors decided to pay dividend on equity shares at 5%

Required:

- a. Multi steps Income statement
- b. Closing Retained Earning
- c. Closing Balance sheet

15. The bank statement of Capital Company shows a balance of Rs. 12623.80 on December 31st and on the same date balance of cash at company books is 7928. The following reconciling items are determined:

- A cheque sends for collection but not collected by the Bank Rs.3821.60.
- Cheque in transit Rs 1568.40.
- The Deposit of Rs.9561 was recorded by the Bank Rs.9417.
- A note receivable of Rs.8000 and interest of Rs. 400 were collected by bank but the amount has not recorded in the company book.

- A cheque of Rs.980 from a costumer has been returned by the Bank as NSF.
- Bank service charge of Rs.270 shown in the bank.
- A cheque of Rs.15651.80 paid by bank was recorded in the book by the accountant as Rs.15705.80.

Required:

- Prepare Bank reconciliation statement as for 31st December
- Adjusted entry.

16. Explain about the need of IFRS and NAS and also write about the components of annual reports.

17. Define Accounting. Who are the users of accounting information and why do they need such information? Explain.

Section “C”
Case Analysis

18. *Read the case situation given below and answer the questions that follow:*

The balance sheets of a company as on December 31, are as follows:

Liabilities	2018(Rs.)	2019(Rs.)	Assets	2018(Rs.)	2019(Rs.)
Share capital	400,000	5,00,000	Land and Building	100,000	1,00,000
Share Premium	20000	25000	Plant and	250,000	300,000
10% debentures	1,00,000	50,000	Machinery		
Bank Loan	---	20,000	Investment at cost	1,00,000	150,000
Accrued Exp.	10,000	5,000	Inventories	100,000	50,000
Account payable	80,000	50,000	Debtors	96000	74000
Provision For Taxation	30000	40000	Prepaid insurance	4000	6000
P/L	40000	40000	Cash at bank	30000	50000
Total	680,000	730,000	Total	680,000	730,000

Income statement for 2019

Particulars	Amount (Rs.)	Amount (Rs.)
Sales Revenue		400000
Less: Cost of Goods Sold		
Purchase	150000	
Add: Opening Stock	40000	
Less: Closing Stock	(30000)	
Cost of Goods Sold		160000
Wages		90000
Gross Margin		150000
Less: Operating Cost		

Operating Expenses (including depreciation Rs. 30000, interest on debenture Rs. 10000)	80000	
Debenture Premium	10000	
Provision for Taxation	40000	
Total Operating Expenses		130000
Net Income Before Other Income		20000
Add: Gain on Sales of Plant (Cost of Rs. 30000, accumulated depreciation Rs. 10000)		20000
Net Income		40000

Required:

- a. Cash flow statement using direct method. [14]
- b. Cash flow from Operating Activities from Indirect Method. [4]
- c. Explain the significant of Cash flow statement as tools of financial reporting? Write in short. [2]

POKHARA UNIVERSITY

Level: Bachelor

Semester: Spring

Year: 2025

Programme: BBA/BBA-BI/BBA-TT/BCIS/BHCM

Full Marks: 100

Course: Introductory Macroeconomics

Pass Marks: 45

Time: 3 hrs.

Candidates are required to answer in their own words as far as practicable. The figures in the margin indicate full marks.

Section “A”

Very Short Answer Questions

Attempt all the questions. [10×2]

1. Mention objectives of macroeconomic goals.
2. Write leakages and injections in four sector economy.
3. Write Say's law of market.
4. Prove $mpc + mps = 1$
5. Define LM curve
6. What is inflationary gap?
7. Write phases of business cycle.
8. What is simple multiplier?
9. Find out value of GDP deflator if real GDP = 115 million and nominal GDP = 105 million.
10. If $mpc = 0.6$ find tax multiplier.

Section “B”

Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. Define Macroeconomics. Explain the types of macroeconomics.
12. Construct a diagram of circular flow of income and expenditure in Four sector economy. What are the leakage and Injections in the circular flow of income and expenditure?
13. What is effective demand? How it is determined?
14. Define consumption. Explain the psychological law of consumption.
15. The following data are given for an economy:
 $C = 50 + 0.75(Y-T)$, $T = 80 + 0.2Y$, $I = 200 - 2000i$, $G = \text{Rs } 100 \text{ million}$,
 $M_s = 200 \text{ million}$, $M_t = 0.2Y$, $M_{sp} = 100 - 2500i$
 - a. Find IS and LM functions.
 - b. Find the equilibrium income and interest rate.
 - c. What will be the impact of level of income and rate of interest, when government expenditure increases by Rs. 200 million and tax rate decreases to 10%?
16. Briefly explain the phases and effects of trade cycle.

17. Explain the significance of monetary policy in developing countries like Nepal.

Section "C"
Case Analysis

18. *Read the case situation given below and answer the questions that follow: [20]*

The Historical Performance of the Us Economy

Economists use many types of data to measure the performance of an economy. Three macroeconomics variables are especially important: real gross domestic product (GDP), the inflation rate and the unemployment rate. Real GDP measure the total income of everyone in the economy (adjusted for the level of prices). The inflation rate measures how fast prices are rising. The unemployment rate measure the fraction of the labor force that is out of work. Macroeconomics study how these variables are determined, why they change over a time and how they interact with one another.

The real GDP in USA: two aspects of real GDP are noteworthy. First, real GDP grows over time. Real GDP per person today is about eight times higher than it was in 1900. this growth in average income allows us to enjoy a much higher standard of living than our great grandparents did. Second, although real GDP rises in most years, this growth is not steady. There are repeated periods during which real GDP falls, the most dramatic instance being the early 1930s. Such periods are called recessions if they are mild and depressions if they are more severe. Not surprisingly, periods of declining are associated with substantial economic hardship.

Inflation in USA: Inflation varies substantially over time. in the first half of the twentieth century, the inflation rate averaged only slightly above zero. Periods of falling prices, called deflation, were almost as common as periods of rising prices. By contrast, inflation has been the norm during the past half century. Inflation became most severe during the late 1970s, when prices rose at a rate of almost 10 percentage per year.

In recent years, the inflation rate has been about 2 or 3 percentage per year, indicating that prices have been fairly stable.

The US unemployment rate: there is always some unemployment in the economy. In addition, although the unemployment rate has no long-term trend, it varies substantially from year to year. Recession and depression are associated with unusually high unemployment. The highest rates of unemployment were reached during the great depression of the 1930s. the worst economic downturn since the great depression occurred in the aftermath of the financial crisis of 2008-2009, when unemployment rose substantially. These three evidences offer a glimpse at the history of the US economy.

Questions:

- a. What is real GDP? How is it computed?
- b. What is economic recession? Write its characteristics.
- c. Differentiate between inflation and deflation. Explain the role of monetary authority to maintain price stability in the country.
- d. Define unemployment. What are the causes of unemployment?
- e. Overview the US economy from 1900 AD to the date.

POKHARA UNIVERSITY

Level: Bachelor

Semester: Spring

Year: 2025

Programme: BBA/BBA-Finance/BBA-TT

Full Marks: 100

Course: Principles of Management (New)

Pass Marks: 45

Time: 3 hrs.

Candidates are required to answer in their own words as far as practicable. The figures in the margin indicate full marks.

Section “A”

Short Answer Questions [10×2= 20]

Attempt **all** questions. Give your answers in few lines/points.

1. Define conceptual skill and technical skill.
2. State the managerial roles.
3. Define an organizational goal.
4. Give the concept of risk and uncertainty.
5. Differentiate between delegation and decentralization of authority.
6. What is a virtual Organization?
7. What do you mean by Autocratic Leadership?
8. State the different types of motivation.
9. Define Management Information System.
10. Differentiate between concurrent control and post control.

Section “B”

Analytical Answer Questions [6×10= 60]

Attempt **any six** questions.

11. Define management. Explain the current issues and challenges of management in the context of Nepal.
12. Briefly explain the modern theories of management. Which theory do you think fits best in modern organizations?
13. In the rapidly evolving business environment, how does an effective decision-making process contribute to organizational success, and what strategies can managers use to balance data-driven analysis with intuition to make optimal business decisions?
14. Discuss the critical activities in effective management of human resources? Also list down the challenges in management of human resource in the current scenario?
15. Define Motivation. Explain Maslow’s Need Hierarchy Theory of Motivation.
16. There is the assumption that democratic leadership is more appropriate than autocratic leadership in modern organizations. Do you agree with this statement? Give your opinion.
17. Explain the barriers to effective communication. How can a manager address these barriers in day-to-day work?

Section “C”

Case Analysis / Application Based Questions [1×20= 20]

18. *Read the case situation given below and answer the questions that follow:*

Barun Biscuit company is a family owned and traditionally managed business involved in the production and distribution of various taste biscuits in Pokhara and surroundings. The company promoted by a high-net-worth Barun family of Pokhara has its production factory in Pokhara Industrial Estate. The current supply of the products is mainly to Pokhara, Baglung, Besisahar, Gorkha and some major cities of the Gandaki province. There is a substantial demand of the products all over Nepal because of its quality assurance and reasonable pricing; however, the company has not been able to cater to the demand due to limited production capacity. While other companies have been adding several new product lines of biscuit and cookies, Barun Biscuit Company has only been producing limited product lines due to lack of differentiation in the product line.

With the overall challenges of management, the board of the company has also sensed the need for a fresh approach to management of the company and hired Mr. Bineet Sharma, an MBA graduate with a decade long experience in a multinational company as its Chief Executive Officer.

Within a short span of appointment, Mr. Sharma rolled out an aggressive planning for transformation of the company in all the dimensions including production, human resource, marketing, branding, supply chain management etc. without carrying out a detailed assessment of the context of the company. Though the BOD was very much impressed with the transformation plan, the execution of the plan reflected several challenges to the incoming CEO primarily due to gaps in the approach of goal formulation and abrupt execution. The middle level of management was not well prepared and capable enough to cope with the transformation plan proposed in all levels of the organization.

Employees of the company started raising grievance over the remuneration package. They were not getting extra facilities in addition to the monthly remuneration. Most of the employees stood against the business expansion plan. The engagement level of the employees was deteriorating as the CEO emphasized solely on business expansion and the HR perspective was totally overlooked. In the meantime, some of the key members of the production team who had been requesting for revision in the HR package joined competitor company which severely affected the business expansion plan. Junior employees were also feeling insecure in the company.

In light of this, the Board of Directors also raised concerns about the deteriorating performance with the incoming CEO.

Based on the information provided in the case and your understanding of management, answer the following questions:

Questions:

- a. Highlight the business model of Barun Biscuit company.
- b. What steps did Mr. Bineet Sharma take to transform the company?
- c. Analyze the implications of the transformation process implemented by Mr. Sharma?
- d. Give your personal views on what issues led to the counterproductive results at the company despite having a young, dynamic and professional CEO?

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Semester: Spring

Year: 2025

Programme: BBA/BBA-BI/BBA-TT/BCIS/BHCM/BHM

Full Marks: 100

Course: Principles of Management (Old)

Pass Marks: 45

Time: 3 hrs.

Candidates are required to answer in their own words as far as practicable. The figures in the margin indicate full marks.

Section “A”

Very Short Answer Questions

Attempt all the questions. [10×2]

1. List out the managerial roles required to be a successful manager.
2. Enlist any three functions of an organizational goal.
3. State any two importance of network organization structure.
4. Mention some non-financial techniques of motivation.
5. Define concurrent control.
6. What is OC and OD?
7. Point out any two current issues in motivation.
8. Mention types of power.
9. What is environment scanning?
10. State two features of democratic leadership.

Section “B”

Descriptive Answer Questions

Attempt **any six** questions. [6×10]

11. How do technical, human, and conceptual managing abilities fit into Henry Mintzberg's managerial responsibilities in the ever-changing world of modern business, and how can organizations cultivate these competences to improve organizational performance and leadership effectiveness?
12. Discuss the strategic planning process in detail. How do tools like SWOT analysis aid in decision-making?
13. What is delegation of authority? Explain different barriers to delegation of authority.
14. Explain the control process and how controlling can be useful in the modern business organization?
15. Define Organizational Development. Explain its objectives and key benefits in the changing business environment.
16. How do contemporary organizational designs, such as decentralization, improve agility, innovation, and decision-making in the quickly changing business environment, and what challenges do companies have when putting these structures into practice successfully?

17. In an era of rapid technological advancement and globalization, how do classical and modern management theories contribute to effective decision-making and organizational success, and why is it crucial for contemporary businesses to integrate these theories into their management practices?

Section “C”

Case Analysis

18. *Read the case situation given below and answer the questions that follow: [20]*

Case Study: Satya Nadella’s Leadership at Microsoft – Driving Organizational Change and Growth

In 2014, when Satya Nadella took over as CEO of Microsoft, the company was struggling with stagnation and a rigid corporate culture. Under his predecessor, Steve Ballmer, Microsoft was heavily focused on Windows and had failed to adapt to the growing cloud computing industry. Internal competition among teams led to inefficiencies, and the company was losing its edge to competitors like Amazon, Google, and Apple. Recognizing the need for a transformation, Nadella adopted a leadership approach centered on innovation, collaboration, and a growth mind-set.

Visionary Leadership and Cultural Transformation

One of Nadella’s first priorities was shifting Microsoft’s corporate culture. The company had developed a reputation for being bureaucratic and resistant to change. Nadella introduced a “learn-it-all” mind-set, encouraging employees to embrace innovation, adaptability, and continuous learning. He promoted a culture of empathy, breaking down silos and fostering collaboration across departments.

To reinforce this change, he moved away from a performance review system that encouraged competition between employees and instead focused on teamwork and shared success. This cultural shift helped improve employee morale and engagement, which in turn contributed to increased productivity and innovation.

Strategic Shift to Cloud Computing

Understanding the growing importance of cloud technology, Nadella steered Microsoft away from its Windows-centric strategy and prioritized cloud computing and artificial intelligence. Under his leadership, Microsoft Azure, the company’s cloud platform, became a key driver of revenue growth, competing directly with Amazon Web Services (AWS). This strategic shift not only revitalized Microsoft’s business model but also positioned it as a leader in the cloud computing industry.

Customer-Centric Approach and Digital Transformation

Nadella also emphasized a customer-first approach, ensuring that Microsoft’s products and services were aligned with market needs. He embraced partnerships that were previously unthinkable, such as integrating

Microsoft's software with Linux and offering Office 365 on Apple's iOS. This flexibility and openness allowed Microsoft to expand its customer base and regain its competitive edge.

Impact and Success

Under Nadella's leadership, Microsoft's market value soared from around \$300 billion in 2014 to over \$2.5 trillion by 2023. The company's cultural transformation, strategic pivot to cloud computing, and emphasis on collaboration demonstrated how strong leadership can drive organizational change and long-term success.

Conclusion

Satya Nadella's leadership at Microsoft serves as a powerful example of how effective leadership can transform an organization. His ability to adapt, inspire, and drive change highlights the critical role leadership plays in organizational development and long-term success.

Questions:

- a. How did Satya Nadella's leadership style differ from his predecessor, and what impact did it have on Microsoft's organizational culture?
- b. Why was shifting to a "learn-it-all" mind-set crucial for Microsoft's transformation?
- c. How did Nadella's strategic focus on cloud computing contribute to Microsoft's competitive advantage and business growth?
- d. What key leadership lessons can businesses learn from Nadella's approach to organizational change and development?