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END SEMESTER EXAMINATION, MAY-2018
MBA FIRST SEMESTER

COURSE CODE: MBA A11**COURSE TITLE: COMMUNICATIVE ENGLISH-I****[Time allotted: Three hours]****[Max.Marks:100]****Note:** Attempt all Sections and Questions.**SECTION A****Q.1.** Read the passage. Then answer the questions below.**20 marks**

The Battle of Chancellorsville, one of the most famous battles of the Civil War, took place in Virginia in the spring of 1863. For months, the two armies had been staked out on opposite banks of a narrow river. The Confederate troops were led by perhaps the most revered military tactician in American history, General Robert E. Lee. The Union soldiers were led by "Fighting" Joe Hooker. In appearance, personality, and lifestyle, these men were nearly perfect opposites. Lee, an older man in poor health with a gray beard, had a somber, measured demeanor. Hooker was a blond, strapping young man whose vanity over his appearance was but one aspect of his egotism. Whereas Lee was devout and principled, Hooker was known for his rollicking enjoyment of both women and whiskey. Despite the fact that the Confederacy had won the last four major battles and the Union soldiers were famished, exhausted, and demoralized, Hooker proclaimed, "My plans are perfect. And when I start to carry them out, may God have mercy on Bobby Lee, for I shall have none." Why, aside from a propensity for narcissism, was Hooker so confident? Hooker had used spies, analysts, and even hot air balloons to compile a vast amount of intelligence about Lee's army. He had discerned, for example, that Lee had only 61,000 men to Hooker's own 134,000. Buoyed by his superior numbers, Hooker covertly moved 70,000 of his men fifteen miles up and across the river, and then ordered them to sneak back down to position themselves behind Lee's army. In effect, Hooker had cut off the Confederate soldiers in front and behind. They were trapped. Satisfied with his advantage, Hooker became convinced that Lee's only option was to retreat to Richmond, thus assuring a Union victory. Yet Lee, despite his disadvantages of both numbers and position, did not retreat. Instead, he moved his troops into position to attack. Union soldiers who tried to warn Hooker that Lee was on the offensive were dismissed as cowards. Having become convinced that Lee had no choice but to retreat, Hooker began to ignore reality. When Lee's army attacked the Union soldiers at 5:00 p.m., they were eating supper, completely unprepared for battle. They abandoned their rifles and fled as Lee's troops came shrieking out of the brush, bayonets drawn. Against all odds, Lee won the Battle of Chancellorsville, and Hooker's forces withdrew in defeat.

- I. Based on information in the passage, it can be concluded that Hooker lost the Battle of Chancellorsville mostly because of his :
 - a. vanity
 - b. ignorance
 - c. overconfidence
 - d. faulty information
 - e. vices

- II. The contrast drawn between Lee and Hooker in paragraph 2 is intended to :
 - a. showcase the different backgrounds and personal histories of these two enemy soldiers
 - b. provide support for the idea that Lee was a more virtuous person than Hooker, and therefore a better military commander
 - c. prove that two men with very different values could end up in similar positions of power

- III. Based on the information in the passage, summarize the events of the Battle of Chancellorsville in your own words briefly.

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- III. Based on the information in the passage, summarize the events of the Battle of Chancellorsville in your own words briefly.

SECTION B

10*6=60 marks

- Q.2. Explain briefly the continuous & perfect type in all the three tenses with one example each.
- Q.3. Distinguish between the meaning & usage of adverbs with examples.
- Q.4. Demonstrate the use of Who & Whom; Much and Many; Still & Yet; So that & So as , with sentences.
- Q.5. What are adjectives & their usage? Provide five synonyms for the word "remarkable".
- Q.6. Narrate briefly any one of your most memorable student experiences and state why you would like to Cherish it?
- Q.7. Write about a hobby you nurture and how that is supportive to your long term goals.

SECTION C

10*2=20 marks

- Q.8. When is the definitive article used and how? Provide examples.
 - Q.9. Explain the meaning and usage of active & passive voice with examples.
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END SEMESTER EXAMINATION, MAY-2018
MBA SECOND SEMESTER

COURSE CODE: MBA 202	COURSE TITLE: COST & MANAGEMENT ACCOUNTING
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[Time allotted: Three hours]

[Max.Marks:100]

Note: Attempt any five questions from Section A. Section B is compulsory

SECTION A

16*5=80

Q.1. X Ltd. Reports the following results for year ended 31st March 2018.

Sales	4,00,000
Variable cost	2,40,000
Fixed Cost	1,00,000
Net Profit	60,000

Construct the Profit – Volume graph and also verify the same with the formulae.

Q.2. “Fixed Costs are Variable per unit and Variable Costs are Fixed”. Explain the statement with suitable illustrations.**Q.3.** From the following figures:

PRODUCT X		PRODUCT Y	
S	50	S	100
V	30	V	50
F	40000	F	130000

You are required to compute:

- Indifference point between the two products and give your comments related to the *low* and *high* demand situations.
- P/V Ratio for both the products
- BEP sales volume and turnover
- Unit sales (for both the products) in order to earn the profits of Rs. 40000
- Determine MOS (Margin of Safety) for both the products when the profits are 50000.

Q.4. What do you understand by budgeting and budgetary control? Write down the basic differences between the forecast and budget. Discuss the main features of a flexible budget. What are the essentials of a sound budget?**Q.5.** A firm can produce three different products from the same raw materials using the same production facilities. The requisite labor is available in plenty at Rs 8 per hour for all products. The supply of raw materials which is imported at Rs. 8 per kg.; is limited to 10400 kg. The variable overheads are Rs. 5.60 per hour. The fixed overheads are Rs. 50,000. The selling commission is 10% on sales. From the above figures you are required to suggest the most suitable sales mix, which will maximize the firm's profits. Also determine the profit that will be earned at this level. (Workings must be shown in the marginal cost statement).**Q.6.** Compute the following variances and reconcile the computed variances on the basis of *cost variance tree*:

- Material Cost Variance
- Material Yield Variance
- Material Quantity Variance
- Material Usage Variance
- Material Mix Variance

f. Material Price Variance

Q.7. State briefly the effects of the following on Break Even Point and P/V Ratio and MOS

(With

Material Type	Standard		Actual	
	Quantity in kg	Rate/kg	Quantity in kg	Rate/kg
A	100	50	500	50
B	300	25	500	10
C	600	40	200	25
Total	1000		1200	
Loss	200		100	
Yield	800		1100	

numeric

illustrations):

- Unit selling price of the product increases
- Unit variable cost increases
- Total fixed cost increases
- No of units sold increases
- Contribution per unit decreases

SECTION B

20

Q.8. From the following figures compute the relevant labor variances and reconcile them with the help of cost variance tree. You are also required to verify them numerically.

	No. of Labors	Paid Labor Rate	Idle Time/Labor
Men	35	40	2
Women	25	45	1
Factory Hours	10		

Standard Labor Hours were 280 and 200 for men and women respectively. Standard Labor Rate is fixed to Rs. 25 per labor.

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END SEMESTER EXAMINATIONS, MAY-2018

Course Code	MBA 203	MM	100
Course Name	FINANCIAL MANAGEMENT	Time	3 Hours

ATTEMPT ANY FIVE QUESTIONS FROM SECTION A. SECTION B IS COMPULSORY

SECTION A**16*5=80**

- 1) Company X and company Y are in the same risk class, and are identical in all respect except that company X uses debt, while company Y does not. The levered firm has Rs. 9,00,000 debentures, carrying 10% rate of interest. Both the firms earn 20% operating profit on their total assets of Rs. 15 lakhs. Corporate tax rate being 30% and cost of equity is 15% for all equity firm. You are required to:
 - a. Compute the value of firms X and Y using the Net Income approach (NI).
 - b. Compute the value of firms X and Y using the Net Operating Income approach (NOI).
- 2) Which of the two firms has an optimal capital structure according to NOI approach? Why? Discuss the *risk-return* considerations in financing of current assets. What are *aggressive* and *conservative* working capital financing policies? State your preferences with reasons. Discuss the impact of inflation over the *requirements* of working capital.
- 3) A company needs Rs. 31,25,000 for the construction of new plant. The following three plans are feasible:
 - a. The company may issue 3,12,500 equity shares of Rs. 10 each.
 - b. The company may issue 1,56,250 equity shares of Rs. 10 each and 15,625 *debentures* of Rs. 100 each bearing a 8% rate of *interest*.
 - c. The company may issue 1,56,250 equity shares of Rs. 10 each and 15,625 *preference share* of Rs. 100 each bearing a 8% rate of *dividend*.If EBIT are Rs. 2,50,000, Rs. 3,75,000 and Rs. 6,25,000, compute the EPS under each financial plans. *Corporate Tax Rate* being 40%.
Determine the *financial indifference points* between Plan 1 & Plan 2 and Plan1 &Plan 3
- 4) Following data is available for XYZ Ltd.
EPS: Rs. 10, Return on Investment: 15% Cost of Capital: 12%.
 - a. If *Walter Model* holds, what will be the price per share when Dividend Payout Ratio is 50%? 75%? and 100%?
 - b. If *Gordon Model* holds, what will be the price per share when Dividend Payout Ratio is 50%? 75%? and 100%?
- 5) Discuss the concept of 'Operating Cycle'. What is its' significance in managing the working capital? What steps shall be taken by the organization in order to reduce the length of the operating cycle at different phases? Use relevant figures and illustrations for the justification of your points.
- 6) Prepare the *income statement* of a firm which gives the following details relating to its operations:
Operating Leverage- 4, Financial Leverage-2, Annual Interest = Rs.10, 000/- , Contribution= 40% of Sales, Tax Rate= 40%

7) The Balance Sheet of ABC Ltd. is given below:

Liabilities	Rs.	Assets	Rs.
Equity Shares(@Rs. 10 each)	90000	Fixed Assets	225000
10% Long Term Debts	120000	Current Assets	75000
Retained Earnings	30000		
Current Liabilities	60000		
	300000		300000

Total Sales amount to 3 times of *total assets*. Fixed operating cost is Rs. 150000 and variable operating cost is 50% of *total sales*. You are required to:

- Calculate the different type of leverages for the company.
- Determine the likely level of *EBIT* (with the help of income statement) if *EPS* is (i) Rs. 1, (ii) Rs. 2, (iii) Re. 0

SECTION B

20

- 8) Prepare an estimate of net working capital requirement for ABC Ltd. adding 10% for contingencies from the information given below:

Estimated cost per unit of production Rs. 170 includes raw materials Rs. 80, wages Rs. 30 and overheads Rs. 60. Selling Price is Rs. 200 per unit. Level of activity per annum 1,04,000 units.

- Raw Materials in Stock: 4 weeks
- Work in Progress: 2 weeks
- Finished Goods in Stock: 4 weeks
- Credit allowed by suppliers: 4 weeks
- Credit allowed to debtors: 8 weeks
- Lag in payment of wages: 1.5 weeks
- Cash is expected to be Rs 25,000/-
- You may state your assumptions if any.

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END SEMESTER EXAMINATIONS, MAY-2018
MBA SECOND SEMESTER

COURSE CODE: MBA 204**COURSE TITLE: HUMAN RESOURCE MANAGEMENT****[Time allotted: Three hours]****[Max. Marks: 100]**

Note: Section A has two questions. Question 1 is brief answer question and Question 2 is short answer question. You are required to answer any four parts of Question 1 and attempt any four in Question 2. Section B has questions of 14 marks each, you are required to attempt any four. Section C is case based problem carrying 20 marks.

SECTION AAttempt **ALL** Questions

1. Write a short note on **four** of the following. **2*4**
 - a. Human Resource Planning
 - b. Induction
 - c. Performance Appraisal
 - d. KRA's
 - e. 360 degree appraisal
 - f. Ego states
 - g. Selection

2. Answer any **FOUR** of the following **4*4**
 - a. What is the importance of psychological test in selection interviews?
 - b. Explain the Johari window model of training.
 - c. How can Hot Stove Rule be applied to the organizations to maintain discipline?
 - d. How can we check the validity and reliability of selection tests?
 - e. Differentiate between on the job and off the job training.
 - f. Differentiate between intrinsic and extrinsic rewards.

SECTION BAnswer any **FOUR** of the following**14*4**

3. "Bell Curve Method of appraisal is no more suited to the requirement of the Organizations". Do you agree with this statement? What are the drawbacks of the above mentioned method of appraisal?
4. Suppose HR planners have to do Manpower planning for the following situations, suggest the measures for each case:
 - a. Company has got a new contract from a Russian business client for 6 months. This requires a need of 10% extra manpower for meeting the clients demands.
 - b. Because of technological innovations the company will need 25% fewer employees in three years.
5. What kind of errors may occur in selection? Discuss a few of them. Why do you think these errors occur?
6. Give a detailed account of the process of selection.
7. "The time and money spent in training underlines the need for evaluation of training". Comment on the statement. Also, discuss the various ways that can be used by an organization to evaluate the training program.
8. The compensation paid in an organization should be internally equitable and externally competitive". Do you agree with this statement? What do you understand by internal and external equity in pay? What are the various factors affecting wages?

SECTION C

9. Read the case given below and answer the questions given at the end. 20

Tesco is the biggest private sector employer in the UK. The company has more than 360,000 employees worldwide. In the UK, Tesco stores range from small local Tesco Express sites to large Tesco Extras and superstores. Around 86% of all sales are from the UK.

Tesco also operates in 12 countries outside the UK, including China, Japan and Turkey. The company has recently opened stores in the United States. This international expansion is part of Tesco's strategy to diversify and grow the business.

In its non-UK operations Tesco builds on the strengths it has developed as market leader in the UK supermarket sector. However, it also caters for local needs. In Thailand, for example, customers are used to shopping in 'wet markets' where the produce is not packaged. Tesco uses this approach in its Bangkok store rather than offering pre-packaged goods as it would in UK stores.

Tesco needs people across a wide range of both store-based and non-store jobs:

In stores, it needs checkout staff, stock handlers, supervisors as well as many specialists, such as pharmacists and bakers.

Its distribution depots require people skilled in stock management and logistics.

Head office provides the infrastructure to run Tesco efficiently. Roles here include human resources, legal services, property management, marketing, accounting and information technology.

Tesco aims to ensure all roles work together to drive its business objectives. It needs to ensure it has the right number of people in the right jobs at the right time. To do this, it needs a structured process for recruitment and selection to attract applicants for both managerial and operational roles.

- a. Design a suitable recruitment strategy for TESCO.
- b. How can Tesco use social media for recruitment of potential candidates? Advise Tesco on a social media recruitment plan.
- c. Analyze the most common recruitment problems Tesco can face. How to solve these problems?

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END SEMESTER EXAMINATIONS, MAY-2018

MBA SECOND SEMESTER

COURSE CODE: MBA 205

COURSE TITLE: MARKETING MANAGEMENT

[Time allotted: Three hours]

[Max. Marks : 100]

Note: Read all instructions carefully. Answer each question briefly, and to the point.

SECTION A

1. Attempt **any five** of the following sub-parts. (5*5=25 Marks)
- Name and briefly explain the six typical roles that customers play in the purchase process.
 - List the four key areas used when describing competitors.
 - Describe the four stages of developing a perceptual map for targeting.
 - What is the difference between the push strategy and the pull strategy?
 - Discuss the difference between a line extension and a flanker brand. Give an example of each to support your answer.
 - Discuss the five categories of the customer adoption process.
 - Discuss five forms of reaching consumers using direct channels.

SECTION B

- Attempt **any three** of the following questions. (10*3=30 Marks)
- Discuss three dimensions in which the customer purchase-decision process can be classified. Include specific examples for each dimension to support your answer.
 - Discuss the options that follower firms have in the early growth stage of the product life cycle.
 - Discuss the four communication challenges (positions and opinions) that occur inside the firm as it tries to determine the right mix of tools and techniques for reaching its various audiences.
 - Discuss the traditional organizational approaches to organizing marketing in a firm. What are the newer approaches to marketing organization?
 - Your firm's revenue goal for a service offering is ₹3,000. Various managers have suggested the following communication and pricing approaches:
 - Advertise and price the service at ₹3,000.
 - Advertise a ₹2,700 price, then add a ₹300 surcharge at the time of purchase.
 - Advertise a ₹3,300 price with a ₹300 discount.
 Which option will you choose?

SECTION C

Attempt **any three** of the following mini-cases/problem questions. Each case/problem includes sub-questions. You are required to attempt all sub-questions of the case/ problem you attempt. (15*3 = 45 Marks)

- Read the following comments of four different consumers, on how they deal with dissatisfaction, to answer the questions that follow:

Jayanti: 'Over the years, I've had a few problems with firms. But I know that things go wrong and the staff usually try to do their best. And what's the point of complaining, firms really don't want to know and often I don't want to get the staff member in trouble either.'

Bipin: 'That's not my experience. The firms that I deal with usually want to know if there's a problem and they generally go out of their way to fix it, and often give me some form of compensation.'

Tanush: 'I'm not that forgiving. With me, firms only get one chance. If they muck me around, then I take my business elsewhere straight away. And, of course, I tell all my friends about their poor service as well.'

Vera: 'In my experience, the only way to get a problem fixed is to play hardball. I write to the CEO of the firm and I threaten bad publicity. If I hear nothing in a week, then I contact the local paper, ring local radio stations and lodge an official complaint with the relevant government agency. It's amazing how willing they then become to fix my problem.'

Questions

- a. Which customer/s above would firms prefer NOT to deal with? (5)
 - b. Would firms want Jayanti to lodge a complaint with them? If so, how could they do this? (5)
 - c. In your experience, how willing are firms to respond to complaints? (5)
8. Select the most appropriate positioning for a firm that currently home delivers pre-prepared food, on a weekly basis, to people who are trying to lose weight. They have now decided to pursue an opportunity in providing a somewhat similar product, but this time, targeted at children.

You have been presented with a number of different positioning alternatives that the firm could adopt for this new target market – which one would you choose?

Alternative Positioning Options for Kid's Home-delivered Lunchboxes

Option	For	Against
Option One – As a weight-loss product	Many kids are becoming over-weight	Kids may be embarrassed to take to school
Option Two – As a convenience/easy way to organize kid's school lunches	Both parents work in many families and time is important	Few parents may be embarrassed that they have to outsource their kid's lunch (as potentially seen as disorganized or lazy)
Option Three – As a simple way to provide lunchbox variety	Kids get bored with the same lunch every day	Many kids (particularly younger ones) are fussy eaters and may not eat lunch at all on some days
Option Four – As an up-market 'gourmet' lunchbox.	May attract parents who want to communicate success	Extra perceived cost may limit the size of the market

Questions

- a. Which positioning approach, of the four presented, would you suggest that company should adopt? Why? (5)
 - b. Can you suggest any other alternative positioning approaches? (5)
 - c. In what ways will the positioning approach selected affect the firm's marketing mix for this target market? (5)
9. Assume you are part of the management team of a cookie manufacturer. A major supermarket chain has approached your firm to manufacture a private label version of one of your best-selling and most profitable cookie product lines. The supermarket chain would like a cookie that is a similar design, look, and reasonable similar quality (can be a little less).

While they want the packaging to look fairly basic (to communicate a lower price biscuit), but they want it clear to consumers that the product is comparable to your popular cookie line. They want to purchase this new product at a 25 percent lower price than they now pay for your current cookie line. They then plan to retail both products, virtually side-by-side, with the private label version retailing at ₹20, compared to your cookie normal retail price of around ₹25.

Questions

- a. To what extent will the private label directly compete with your existing brand?
- b. Is this approach an effective way for your firm to gain a share of the budget shopper market without damaging your brand with price reductions?
- c. Therefore, would you decide to manufacture the 'competitor' private label cookies for the supermarket chain, or kindly decline their offer? Why?

10. Two situations in regards to the potential impact on the firm's positioning due to their distribution channel selection, have been outlined below. Your task in this activity is to answer the questions at the end regarding each situation.

Situation 1: Increasing Sales of Jeans

The manufacturer of a well-known brand of jeans has determined that its selective distribution strategy is limiting their sales potential. Their product range mainly consists of higher quality, strongly branded jeans that are sold through more up-market specialist clothing and jeans stores. To help increase sales, they decided to expand their distribution mix and adopt a more intensive approach. As a result, they started to sell their jeans to discount stores.

The change in strategy proved successful in generating additional sales, but at a much lower margin. As a result, there was no real change in overall profitability. They were also concerned with the impact that their new distribution mix was having on their brand integrity. After a period of just 12 months, they decided that expanding their channels was probably not a good idea, and reverted back to using their traditional channels only.

Situation 2: New Time – Same Channel

For many years, a number of Swiss watch manufacturers dominated the watch markets throughout the world. Their standard marketing mix was a range of good quality, well-designed watches that were primarily sold through jewelry stores at premium prices. However, the emergence of cheap digital technology severely cut into their marketing success. Today, a key part of the watch market belongs to low-priced (₹1,000 or less), unbranded digital watches (which can even be bought at convenience stores).

As a competitive response, a number of these Swiss watch manufacturers decided to introduce their own range of cheap digital watches. To protect their brand name, they produced these new products under a new brand name. And to be able to distribute cheaply, they decided that they would utilize their traditional jewelry store distribution channel.

Questions

- For situation 1, what were the main reasons that the firm reversed their decision and returned to their initial channel mix? Do you agree with their decision? (5)
- In situation 2, do you agree with their choice of channel for their new watches? Why? (5)
- Do you think that most of their existing jewelry stores will be willing to stick and sell these new watches? What other channels (retailers) should they also consider? (5)

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END SEMESTER EXAMINATIONS, MAY-2018
MBA SECOND SEMESTER

COURSE CODE: MBA 207

COURSE TITLE: INTERNATIONAL BUSINESS

[Time allotted: Three hours]

[Max. Marks: 100]

Note: Section A has two questions. Question 1 is brief answer question and Question 2 is short answer question. You are required to answer all parts of Question 1 and attempt any five in Question 2. Section B has seven questions of 10 marks each, you are required to attempt any four. Section C has one long answer type question carrying 20 marks.

SECTION A**2*10**1. Answer **ALL** parts briefly and to the point.

- a. Define polycentric approach.
- b. What is geographical indication in IPR?
- c. Differentiate between BOT and BOP.
- d. What is dumping strategy?
- e. Differentiate between licensing and franchising.
- f. Explain strategic alliances. Give examples.
- g. Illustrate the types of international business.
- h. Differentiate between common market and economic union.
- i. How does political environment affect international business? Give examples.
- j. What is Brownfield strategy of investment?

2. Answer any **FIVE** of the following.**5*4**

- a. What is FDI ? Explain its forms. Analyse the inflow of FDI in India.
- b. Explain the Prahlad and Doz's strategy model.
- c. Explain tariff and non-tariff barriers of international business.
- d. Determine the various approaches of international business. Give appropriate examples.
- e. Discuss the role of international agencies in Business conflict resolution?
- f. Explain the relative factor endowments or Heckscher-Ohlin theory of international business.

SECTION B**10*4**Answer any **FOUR** of the following.

3. Do you believe that political stability leads to business development and vice versa? If yes state your answer with example.
4. What are regional trading blocks? Why these trading blocks formed? Describe the various forms of trading blocks.
5. Explain IPR. Give various classification of IPR along with suitable examples.
6. Describe globalization. What are the various driving forces of globalization?
7. Why do firms enter in international market? What are the various entry modes for international business.
8. Discuss the Porter's national competitive advantage theory of international business. What are the distinctions of this theory over other theories?
9. What is WTO. Explain its administrative structure. Discuss the WTO relevance related to Indian prospective.

SECTION C**20****10. (Case Study)**

Established in 1920, the consumer electronics giant Matsushita was at the forefront of the rise of Japan to the status of major economic power during the 1970s and 1980s, like many other long-standing Japanese businesses, Matsushita was regarded as a bastion of traditional Japanese values based on strong group identification, reciprocal obligations, and loyalty to the company. Several commentators attributed Matsushita's success, and that of the Japanese economy, to the existence of Confucian values in the workplace. At Matsushita, employees were taken care of by the company from "cradle to the grave." Matsushita provided them with a wide range of benefits including cheap housing guaranteed lifetime employment, seniority-based pay systems, and generous retirement bonuses. In return, Matsushita expected, and got, loyalty and hard work from its employees. To Japan's postwar generation, struggling to recover from the humiliation of defeat, it seemed like a fair bargain. The employees worked hard for the greater good of Matsushita and Matsushita reciprocated by bestowing "blessings" on employees.

However, culture does not stay constant. According to some observers, the generation born after 1964 lacked the same commitment to traditional Japanese values as their parents. They grew up in a world that was

richer, where Western ideas were beginning to make themselves felt, and where the possibilities seemed greater. They did not want to be tied to a company for life, to be a "salary-man." These trends came to the fore in the 1990s, when the Japanese economy entered a prolonged economic slump. As the decade progressed, one Japanese firm after another was forced to change its traditional ways of doing business. Slowly at first, troubled companies started to lay off older workers, effectively abandoning lifetime employment guarantees. As younger people say this happening, they concluded that loyalty to a company might not be reciprocated, effectively undermining one of the central bargains made in postwar Japan.

Matsushita was one of the last companies to turn its back on Japanese traditions, but in 1998, after years of poor performance, it began to modify traditional practices. The principle agents of change were a group of managers who had extensive experience in Matsushita's overseas operations, and included Kunio Nakamura, who became the chief executive of Matsushita in 2000.

First, Matsushita changed the pay scheme for its 11,000 managers. In the past, the traditional twice-a-year bonuses had been based almost entirely on seniority, but now Matsushita said they would be based on performance. In 1999, Matsushita announced this process would be made transparent; managers would be shown what their performance rankings were and how these fed into pay bonuses. As elementary as this might sound in the West, for Matsushita it represented the beginning of a revolution in human resource practices.

About the same time, Matsushita took aim at the lifetime employment system and the associated perks. Under the new system, recruits were given the choice of three employment options. First, they could sign on to the traditional option. Under this, they were eligible to live in subsidized company housing, go free to company-organized social events, and buy subsidized services such as banking from group companies. They also still would receive a retirement bonus equal to two years' salary. Under a second scheme, employees could forgo the guaranteed retirement bonus in exchange for higher starting salaries and keep perks such as cheap company housing. Under a third scheme, they would lose both the retirement bonus and the subsidized services, but they would start at a still higher salary. In its first two years of operation, only 3 percent of recruits chose the third option—suggesting there is still a hankering for the traditional paternalistic relationship—but 41 percent took the second option.

In other ways Matsushita's designs are grander still. As the company has moved into new industries such as software engineering and network communications technology, it has begun to sing the praises of democratization of employees, and it has sought to encourage individuality, initiative taking, and risk seeking among its younger employees. But while such changes may be easy to articulate, they are hard to implement. For all of its talk, Matsushita has been slow to dismantle its lifetime employment commitment to those hired under the traditional system. This was underlined in early 2001, when in response to continued poor performance, Matsushita announced it would close 30 factories in Japan, cut 13,000 jobs including 1,000 management jobs, and sell a "huge amount of assets" over the next three years. While this seemed to indicate a final break with the lifetime employment system—it represented the first layoffs in the company's history—the company also said unneeded management staff would not be fired but instead transferred to higher growth areas such as health care.

With so many of its managers a product of the old way of doing things, a skeptic might question the ability of the company to turn its intentions into a reality. As growth has slowed, Matsushita has had to cut back on its hiring but its continued commitment to long-standing employees means that the average age of its workforce is rising. In the 1960s it was around 25; by the early 2000s it was 35, a trend that might counteract Matsushita's attempts to revolutionize the workplace, for surely those who benefited from the old system will not give way easily to the new. Still, by 2004 it was clear the Matsushita was making progress, after significant losses in 2002, the company broke even in 2001 and started to make profits again in 2003. New growth drivers, such as sales of DVD equipment, certainly helped, but so did the cultural and organizational changes that enabled the company to better exploit these new growth opportunities.

On the basis of the above case answer the following questions: --

- a. What were the triggers of cultural change in Japan during the 1980s? How is cultural change starting to affect traditional values in Japan?
- b. How might Japan's changing culture influence the way Japanese businesses operate in the future? What are the potential implications of such changes for the Japanese economy?
- c. How did traditional Japanese culture benefit Matsushita during the 1950s-1980s? Did traditional values become more of a liability during the 1990s and early 2000s? How so?
What does the Matsushita case teach you about the relationship between societal culture and business success?

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END SEMESTER EXAMINATIONS, MAY-2018

MBA SECOND SEMESTER

COURSE CODE: MBA 208

COURSE TITLE: QUANTITATIVE TECHNIQUES FOR MANAGERS

[Time allotted: Three hours]

[Max. Marks: 100]

Note: Attempt all Sections & Questions.

SECTION (A)

Q.1 Attempt **any Three** questions

(3 x 10 = 30)

- a. Discuss decision-making process applied in Operations research with appropriate example.
b. Represent following transportation matrix in network form and formulate as Linear programming problem:

	Profit per bicycle transported				Supply
	Dealership				
Plant	1	2	3	4	
A	45	47	54	37	1000
B	43	23	35	38	1000
Demand	660	220	550	770	

- c. Rico Transport Service has one reservation counter. At the counter, a clerk handles information on bus schedules and makes reservations. The customer follows a Poisson distribution, with an arrival rate of 10 customers per hour. On average, it takes 5 minutes for a clerk to serve a customer, with an exponential probability distribution. The clerk is paid 100/hour and helper is paid 70/hour. Whereas, due to high competition from other services the manager has assigned waiting cost of Rs. 200/hour per customer waiting.
- Determine average number of customers waiting in line and system for each alternative.
 - Determine average waiting time per customer in line and system for each alternative.
 - Determine total cost of the queue system.
- d. Represent following project in a network diagram. Determine paths and their durations. Identify Critical path and determine project completion time.

Activity	Predecessor	Time (days)	Activity	Predecessor	Time (days)
A	-	3	F	E	5
B	A	4	G	B	2
C	A	4	H	F	2
D	-	5	I	G	5
E	C, D	4	J	G, I	10

SECTION B

Attempt any 3 Questions

(3 x 15 = 45)

- Q.2 Discuss the components of queuing structure.
- Q.3 Rico Transport Service has one reservation counter. At the counter, a clerk handles information on bus schedules and makes reservations. The customer follows a Poisson distribution, with an arrival rate of 10 customers per hour. On average, it takes 5 minutes for a clerk to serve a customer, with an exponential probability distribution. The clerk is paid 100/hour and helper is paid 70/hour. Whereas, due to high competition from other services the manager has assigned waiting cost of Rs. 200/hour per customer waiting.
- Determine average number of customers waiting in line and system for each alternative.
 - Determine average waiting time per customer in line and system for each alternative.
 - Determine total cost of the queue system.

Q.4 Check the optimality of the following IBF solution by MODI method and determine optimal solution.

	D ₁	D ₂	D ₃	D ₄	a _i
P ₁	8	5	7	6	220
		120	10	90	
P ₂	7	11	4	9	150
			150		
P ₃	7	9	10	8	80
	70		10		
b _i	70	120	170	90	

Q.5 XYZ to produce product A and B at its facility to maximize its profit. The available labor hours at various department and time required by each product in department are provided as following table. Manager of the company Formulate following problem as LPP and solve by graphical method.

Department	Product A (Hours/unit)	Product B (Hours/unit)	Labor-hours available
Cutting	1.00	0.38	110
Welding	0.25	0.30	45
Packing	0.25	0.45	60
Profit/unit	Rs. 300.00	Rs. 250.00	

Q.6 K.K. Pvt. Ltd. manages its car fleets from various location for long-distance travelling. Currently company has booking from various customer locations. Following table provides transportation cost of travelling from car location to customer location. Assign cars to customer-pickup location such that total cost to travel to reach customer location is minimized. Determine assignment pairs and optimal total cost to be travelled.

Truck Location	Customer location			
	W	X	Y	Z
A	Rs. 260	Rs. 630	Rs. 320	Rs. 150
B	Rs. 220	Rs. 640	Rs. 310	Rs. 130
C	Rs. 290	Rs. 590	Rs. 290	Rs. 140
D	Rs. 210	Rs. 680	Rs. 330	Rs. 180

SECTION C

(25)

Q.7 Mr. Rohan is considering the possibility of opening a dress shop near university to attracts students. Her options are to open a small shop, a medium-sized shop, or large-size shop at all. The demand for a dress shop can be high, average or low. The probability of good market is 0.6. The net profit or loss (in Rs. Lakhs) for the medium-sized and small shops for the various market conditions are given in the following table.

Action	High Demand	Average Demand	Low Demand
Small Shop	60	45	25
Medium-sized shop	90	50	-10
Large-sized shop	120	80	-50

Help Mr. Rohan regarding best alternative based on following decision making principles:

- MaxiMax
- MaxiMin
- Regret (Salvage) principle
- Hurwicz principle if degree of optimism, $\alpha = 0.4$
- Expected monetary value principle, if probability of High, Average, and Low demand is 0.5, 0.3, 0.2 respectively.

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END SEMESTER EXAMINATIONS, MAY-2018
MBA SECOND SEMESTER

COURSE CODE: MBA 203

COURSE TITLE: FINANCIAL MANAGEMENT

[Time allotted: Three hours]

[Max.Marks:100]

Note: ATTEMPT ANY FIVE QUESTIONS FROM SECTION A. SECTION B IS COMPULSORY

SECTION A

16*5=80

- Q.1. "The financial managers' primary task is to plan for the acquisition and use of funds so as to maximize the value of the firm". Comment. Distinguish between financial management and economics with suitable examples.
- Q.2. XYZ Ltd. is considering the following three plans:

FINANCIAL PLANS	EQUITY	DEBTS	PREFERENCE
A	100%	-	-
B	50%	50%	-
C	50%	-	50%

Total Funds to be raised: Rs. 4, 00,000

Rate of Interest on Debts: 12%

Corporate Tax Rate: 40%

Dividend on Preference Shares: 9%

Face Value of equity shares: Rs. 20 each

EBIT: Rs. 16, 00,000

Determine:

- EPS and Financial break-even point for each plan.
 - Financial Indifference Points between plans A and B; and A and C.
 - Your overall comment upon all the three plans.
- Q.3. Solve The following:
- Prepare the income statement of a firm on the basis of following details: Operating Leverage:4, Financial Leverage:2, Interest Paid: Rs. 10,00,000, Contribution: 40% of sales, Tax Rate: 40%
 - Consider the following information: EBIT: Rs. 1500, EBT-Rs. 320, Fixed Operating Cost: Rs. 700. Compute the % change in EPS, if sales increased by 25%. Also compute the Total Leverage.
- Q.4. Companies A and B are identical in all respects including risk factors except for debt-equity ratio. Company A having issued 10% debentures of Rs. 18 Lakhs while Company B has issued only equity. EBIT for both the companies amounted to Rs. 6, 00,000. Assuming overall cost of Capital (K_o) equal to 15% for an all equity company. compute the value of Companies using-
- Net Operating Income Approach and
 - Net Income Approach

- Q.5.** Discuss the concept of operating cycle with appropriate figure. What are the causes of a prolonged operating cycle? What steps shall be taken by the management in order to reduce the length of operating cycle?
- Q.6.** A company 10,000 equity shares of Rs. 100 each. Company is planning to pay the dividend of Rs. 8 per share. Cost of capital is 12%. Based on *MM approach* you are required to:
- Calculate the market price of share when dividend is i) declared, and ii) not declared.
 - How many new shares are to be issued by the company at the end of the year on the assumption that the net income for the year is Rs. 2, 00,000 and investment budget is Rs. 4, 00,000 when (i) the above dividends are declared (ii) not declared.
 - Verify the *MM Dividend Irrelevancy Theory* showing that the *market value* of shares remains indifferent, irrespective of dividend decisions.
- Q.7.** Why is dividend policy significant for a company? Contrast between the *Modigliani & Miller* and *Walter* theories of dividend with suitable points and figures in support of your answer.

SECTION B

20

- Q.8.** Prepare an estimate of *net working capital requirements* for ABC. Ltd. adding 10% for *contingencies* from the following information:

Raw Materials cost per unit: Rs. 80, Wages per unit: Rs.30, overheads per unit: Rs. 60, selling price per unit: Rs. 200. Expected production per annum: 1, 04,000 units.

Raw Material Stock: 4 weeks

Work in Progress Stock: 2 weeks

Finished Goods Stock: 4 weeks

Credit allowed by Suppliers: 4 weeks

Credit allowed to Debtors: 8 weeks

Wages Outstanding: 2 weeks

Cash is expected to be Rs. 25,000.

All sales are on credit basis. You may state your assumptions if any.

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END SEMESTER EXAMINATION, MAY-2018**MBA THIRD SEMESTER****COURSE CODE: MBA 306(H1)****COURSE TITLE: TRAINING AND DEVELOPMENT****[Time allotted: Three hours]****[Max. Marks: 100]**

Note: Section A has two questions. Question 1 is brief answer question and Question 2 is short answer question. You are required to answer all parts of Question 1 and attempt any four in Question 2. Section B has seven questions of 14 marks each. You are required to attempt any four. Section C is case based problem carrying 20 marks.

SECTION A

1. Answer **ALL** parts briefly and to the point. **2*4**
- Linear career path
 - Career Planning
 - Competency
 - Career Development
 - Transitory career path
 - Competency Gaps
2. Answer any **Four** of the following. **4*4**
- What are the different tools used by the organizations to assess the development needs of the employees?
 - Imagine you are the manager of a factory with 500 workers making ice cream for export to Europe. What information and evidence do you need before you can say the employees need training? Try to list any 4 ideas.
 - What do you understand by glass ceiling in organizations? Is it a barrier in career development of employees?
 - What is the role of employees, employers and managers in career development of employees in an organization?
 - Differentiate between on the job and off the job training methods.
 - What are various methods for evaluation of a training program?

SECTION BAnswer any **FOUR** of the following.**14*4**

- Explain the various steps in the training process.
- What is the relationship between training and learning? What kind of training is suitable if we want to modify the behavior of an individual? Which theory of training is applicable in this training and why?
- What is Johari Window? Discuss the basic components of the window in detail.
- How can transaction analysis tool be used in training sales personnel? Explain the transaction analysis model in detail.
- Give a detailed account of the areas where most of the training programmes are focused in modern organizations.
- Give several examples of career development activities that employers can use to foster employee commitment.

SECTION C

9. Read the case given below and answer the questions given at the end. **20**
- Imagine you are the training manager of a hotel that will open next year. Your GM asks you to develop a training program that aims to improve the skills of a section of employees. Your GM suggests you organize a two-day course in a resort location from 9 to 5 for both days. Your task is to make the job description inventory (JDI) and identify the training methods for the following positions:

- a) Reception Staff b) Housekeeping Staff c) Security Guards

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END SEMESTER EXAMINATIONS, MAY-2018

MBA FOURTH SEMESTER

COURSE CODE: MBA 401

COURSE TITLE: PROJECT MANAGEMENT & ENTREPRENEURSHIP

[Max. Marks : 100]

[Time allotted: Three hours]

Note: Attempt all Sections & Questions.

SECTION A

(2 x 10 = 20)

Q. 1. Write in brief about: (Attempt all questions)

- Project management
- UNIDO approach
- Scope of project management
- Technical feasibility of project
- Importance of project management
- Qualities of Entrepreneurship
- Steps in project formulation
- Difference between entrepreneur and intrapreneur
- Project clean-up
- Objectives of project management

Q. 2. Write short notes on: (Attempt any 5 questions)

(4 x 5 = 20)

- Project family tree
- Characteristics of project
- Differentiate CPM and PERT
- Determine the various causes of project failure.
- What are the essential attributes for successful project manager?
- Explain the primary functions of project plan.

SECTION B

(10 x 4 = 40)

Attempt any 4 questions.

- Give detailed classification of entrepreneurship. What is the role of entrepreneurship in economic development.
- Give classification of projects on the basis of different parameters. Give detailed description of each.
- What are the various methods of project evaluation used by the financial institutions?
- Explain the Women Entrepreneurship also explain the major role played by them in improving the economy of India.
- Elaborate various stages of project life cycle. Support your answer with appropriate diagram.
- What do you understand by project feasibility? Give description of various type of project feasibility.
- Explain Project finance. What are the important sources of project finance?

SECTION C

Q. 10. Answer the case exercise given below.

(20)

Planning and Evaluation of Projects

Mr. Amarpreet Arora, a first generation entrepreneur planned for putting-up a small scale industrial unit with an investment on fixed asset of Rs. 40.00 Lac, in the year 2017, for the manufacture of poly propylene bags (P.P. bags). The breakup of the investment on fixed assets proposed is as under:

Items	Rs in Lac
Land	1.00 lac
Building	10.00 lac
Plant and Machinery	25.00 lac
Machinery Erection Charges	2.00 lac
Electricals	2.00 lac
Total	40.00 lac

The raw material viz, P.P. granules was to be imported from abroad. Though the raw material was available freely from abroad, it was possible to import only in bulk quantities as the foreign suppliers entertained only bulk orders. The minimum bulk quantity that could be imported would serve the raw material requirement of the unit for 6 months. As Mr. Arora was a first generation entrepreneur with only a moderate financial support, he could not afford to small quantities that are sufficient to meet his weekly requirements. The imported raw material was also available for small quantities from the local dealers, though the price was higher by about 20%. Nevertheless, Mr. Arora decided to go ahead with the project, as his calculations showed that he could still make a profit in spite of the higher price charged by the local dealers for raw materials.

He got a term loan sanctioned by SBI for the purchase and erection of machinery and electricals and he opted to invest own funds for the purchase of land and construction of building. Mr. Arora bought the land already identified by him by investing his capital and also started constructing the building. The building was completed by about 50% and investment of around Rs. 6.00 lac was already made. To his surprise Mr. Arora came to know that the local dealers of raw material have risen their price by another 20% due to reasons best known to them. He re-worked his financials and found that the financial viability of the project would suffer due to increase cost of raw materials. He re-worked his calculations on the import of raw material in bulk which proved to be better option under the changed circumstances.

Since the construction of building was underway, he was not prepared to give up his life-time ambition midway. He approached his banker for the sanction of working capital facilities towards the import of raw materials. The banker, though reluctant at the beginning (in view of the reason that bulk import will lead to holding-up a huge inventory which is not a healthy investment practice) finally agreed to finance the import of raw materials on condition that the finance would be restricted to 50% of the import bill and that the balance 50% of the investment on raw materials should be borne by the promoter. Mr. Arora breathed a sigh of relief after the banker sanctioned financial assistance for the import of raw material in bulk. The construction of building was nearing completion and Mr. Arora was busy finalizing orders for the procurement of machinery.

One morning as he was glancing through the pages of newspaper he happened to come across a news item that read –“Government contemplates banning of P.P bags as disposal of P.P bags create health hazards”. Mr. Arora was in a fix.

Questions:

- Discuss the importance and functions of project planning with reference to the given case.
- What are the logical steps that in your opinion, Mr. Arora should have taken to avoid the given conditions.

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END SEMESTER EXAMINATIONS, MAY-2018
MBA FOURTH SEMESTER

COURSE CODE: MBA 403 M2**COURSE TITLE: INTEGRATED MARKETING COMMUNICATION****[Time allotted: Three hours]****[Max. Marks: 100]****Note:** Read all instructions carefully. Answer each question briefly, and to the point.**SECTION A****Q.1.** Attempt any five of the following sub-parts. **(5*5 = 25 Marks)**

- a. What are the determinants of advertising media?
- b. How are sales effected by sales promotions?
- c. What is Advertisement Reach?
- d. What are the points to be considered while selecting media for rural markets?
- e. What is Integrated Promotion?
- f. What is media plan?
- g. What is online sales promotion?

SECTION BAttempt any three of the following questions.**(10*3 = 30 Marks)**

- Q.2.** Explain various methods of sales promotion? What is the importance of promotional activities in Marketing?
- Q.3.**
 - a. Define advertising and explain objectives of advertising.
 - b. Explain the classification of advertising with supporting examples.
- Q.4.** Develop a detailed *advertising plan* for a company who wish to launch a new range of chocolates in their existing brands (make necessary assumptions).
- Q.5.** Assume you have been appointed as a manager for a multinational firm entering Indian markets with its brand of 'Packaged Mineral Water'. Design an IMC program for this firm in the capacity of marketing manager. Justify your answer appropriately.
- Q.6.** Explain in detail the necessity of maintaining good *government relations, media relations, and community relations*.

SECTION C

Read the following case and answer the questions given at the end.

(45 Marks)**Case – Direct or Online Marketing?**

A travel agency, with more than 100 outlets throughout India, views a direct and/or online marketing approach as a great opportunity to hold more clients, win new business and increase overall sales. However, they cannot agree on which particular tools to use – refer to excerpts of their manager's meeting below – can you help them decide?

Ranjan: I think that we all agree that it's time that we broaden our promotional mix beyond just various forms of advertising. There are many other promotional alternatives for us. Today I'll like to hear your views on which approach we should take.

Sumant: I'm a big fan of direct mail because it's so visual and it's physical. If we used an attractive postcard mailing that promoted the latest special deals, then that's something that could be put on the notice board at home. That way all the family will see it over a period of a few weeks, which is important as holidays are a family decision usually made over a period of time.

Neha: I like the general idea of direct mail, but I think there's value in knowing more about our customers. That's why I would recommend regular telesales. We could call customers and find out when and where they are planning to take their next. We could then contact them when they are ready to book with special deals on their preferred destinations. That way we are providing a value-added service, rather than just sending out generic letters.

Jitendra: Well you could use both approaches – telesales first to find out more about their future needs, followed by a tailored direct mail offer at the appropriate time.

Pallavi: I suppose we could do everything, but we do have a limited budget and telesales is quite expensive. That's why I favor an internet-based approach. We could use our website to promote special deals, have more images, set up a chat room or a message board and then encourage our customers to visit the site through regular emails or an e-newsletter.

Ranjit: All these ideas are fine, but they only target our existing customers – not new customers. So let's use late night infomercials? We could get the material from hotels – so the production cost of the ads will be minimal. I'm sure that many people watching TV late at night in winter will be attracted by images of beautiful beaches. All we would need to do is to promote a toll-free phone number and have staff answering the phone to close the deal.

Nirav: Sure that's an option, but to be successful you need to trigger their need recognition. Let's go after people who are already in the information search stage and are looking on the internet for holidays. That means investing in internet ads, sponsored links on Google, being on holiday comparison sites, and so on.

Questions :

Q.7. Outline the various direct marketing activities that are outlined in the above discussion. **(11)**

Q.8. In addition to the promotion techniques discussed above, are there any other suitable tools that you can add? **(10)**

Q.9. If you were part of the management team, what would be your recommendation? Why? **(12)**

Q.10. What sort of results would you expect from these additional promotional efforts? **(12)**

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END SEMESTER EXAMINATIONS, MAY-2018
MBA FOURTH SEMESTER

COURSE CODE: MBA 404 F2**COURSE TITLE: FINANCIAL SERVICES****[Time allotted: Three hours]****[Max. Marks: 100]***Note: Attempt all sections.***SECTION A**

- Q1.** Write short notes on **any five** of the following: **(3*5)**
- a. Define financial intermediaries.
 - b. Define financial services.
 - c. What is a capital market?
 - d. What is a secondary market?
 - e. What are fund based financial services?
 - f. What do you mean by financial instruments?
 - g. What is money market?
 - h. What do you mean by mutual funds?

SECTION BAttempt **any three** questions:**(20*3)**

- Q2.** "Non-Banking Financial Companies (NBFCs) have rapidly emerged as an important segment of the Indian financial system and assumed significance in the small business segment." Elaborate this statement. What are the different types of NBFS registered with the RBI?
- Q3.** Define financial system. What are its major constituents? Briefly describe the Indian financial system before and after liberation.
- Q4.** "Mutual funds provide stability to share process, safety to investors and resources to prospective entrepreneurs." Discuss.
- Q5.** What do you mean by development financial institutions? Briefly describe the role of housing finance companies in the public as well as in private sector.
- Q6.** What is new issue market? Show the difference between NIM and stock exchange. Explain the composition and functions of new issue market in India.
- Q7.** What do you mean by lease financing? What are its advantages and disadvantages?

SECTION C

- Q8. Case Study:** **(25)**

Rohan Watch Company and Sravya Watch Company were adjacent watch shops in Hyderabad city. Both the shops vied with each other for market share. The owners of both the shops were close family friends. It was impossible for any function to be held in either family without the presence of the other family.

The owners of both the shops were looking forward to the new season for more business. Sales over the previous two months had been a bit dull because of the off-season period. The demand for watches was expected to increase during the upcoming marriage season, when customers would purchase watches for themselves or for their family members, or to give as gifts to their near and dear ones. Both the shops were trying innovative methods to promote their products and thereby capture the market.

Slowly, as expected, sales began picking up. One day, Shobha Rao, wife of Narayana Rao, owner of Rohan Watch Company, invited Shipla Chetty, wife of Sunil Chetty, owner of Sravya Watch Company, to her house for some function. Unfortunately, during the function the two ladies got into an argument. This soon developed into a major quarrel. Although the two were good friends, differences crept in between them, which gradually engulfed both the families.

One day, when business was at its peak, Rao notices some unusual activity on the road. He saw five persons with tapes and other measuring equipment's. While two of them were busy measuring the width of the road, the others were observing the buildings situated on either side of the road and nothing down something.

Anxiously, Rao asked one of the persons measuring the road, what are you people up to? Why are you measuring the road and observing the building on their side of it. The answer he received almost made him faint.

The person whom Rao had asked the question replied, In order to ease traffic congestion, the Govt. has started a road widening program. In order to achieve its objective of widening roads, the govt. has given the municipal corporation the right to demolish buildings and constructions that are responsible for making the roads narrow and congested. In this project, this street is one of the targets. It being a commercial area, the traffic flow frequently gets interrupted by heavy vehicular traffic. The government, therefore, wants to widen this road.

On hearing this, all the shop owners in the locality decided to form a group and oppose the government's move. Rohan Watch Company and Sraya Watch Company were going to be significantly affected by the road widening scheme. If road widening was allowed to proceed, nearly 50% of the construction of both the building would be demolished.

A week after this incident, when Chetty arrived at the market in the morning to open his shop, he was surprised to see many people gathered around it. As soon as they saw him, they asked him to open his shop. Chetty was quite confused and unable to understand what was going on. He asked one of the person in the group, Why are you all so eager to have my shop opened? Why are so many gathered here? The person replied, the shop adjacent to yours was burgled last night. We are all very anxious to know whether the stock in your shop is safe or not.

On hearing this, Chetty was quite stunned. He anxiously opened his shop. After lancing in, he heaved a sigh of relief. Everything in his shop was intact. The people who had gathered were also convinced that all was well with Cheetty's shop and soon dispersed. Later, Chetty stood outside his shop to observe Rao's shop. Meanwhile, someone informed Rao about the burglary. When Rao reached his shop, people surrounding him and enquired about the possible losses. While some people were merely inquisitive, some were sympathetic. Even Chetty forget his differences with Rao, and went up to him and consoled him. Rao was inconsolable on seeing the state of his shop after the burglary. The burglars had taken everything they could lay their hands on.

The next day, when Cheetty came to open his shop, he saw two people discussing something with Rao. Overcoming his hesitation, he approached them and asked them what they were doing. The persons introduced themselves as claims adjusters working for RR Insurance Company. Since Chetty was also a customer of SS Insurance Company, he invited both of them for a cup of tea at his shop. The accepted Chetty,s invitation and told him that they would come to his shop after finishing their work at Rao's shop. They also told Chetty that at the moment they were busy calculating the value of the stolen property.

The two claims adjusters went to Chetty's shop after finishing their work at Rao's shop. While they were having tea, they talked about the different claims they had settled during their long experience as claims adjusters. One of the claims adjuster expressed doubt about the genuineness of the burglary that had taken place at Rao's shop. He revealed that the account books in Rao's shop were showing an abnormal mismatch in values. While Rao's purchases were quite high, his sales were quite low. He felt that considering the festival season that was going on, sales should have been a lot higher. Anyway, how the sales in your shop are asked one of the claims adjuster. Though initially Chetty heisted to tell the exact figure for his own reasons, he later did so and admitted that the sales showed by Rao were quite low.

On hearing from Chetty, the claims adjusters got more suspicious and asked him to tell them confidentially about other possible business matters that could have made Rao stage the burglary. The claims adjusters then came to know about the road widening scheme.

Now I see the reason behind the whole incident, said one of the claim adjuster's. But it is difficult to prove that the burglary was staged as Rao is vehemently claiming that his shop has been burgled, said the other claims adjuster. I have my own way of making him admit the truth, said the first claims adjuster. He requested Chetty to summon someone who was working in Rao's shop before the burglary had taken place. Chetty called the boy who swept and cleaned the floor in Rao's shop. The boy was asked to tell them what exactly had happened at the shop. After much persuasion, he confessed that Rao had staged the burglary. Later on, it was revealed that Rao had not even lodged a complaint with the police.

Questions:

1. What is the liability of an insurance company for loss incurred by the policyholder due to demolition of property? How does an adjuster handle a claim for compensation for losses arising due to demolition of property?
2. How does a claims adjuster handle a theft claim?

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Enrol. No.

S R H U

Regn. No.

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END SEMESTER EXAMINATIONS, MAY-2018

MBA FOURTH SEMESTER

COURSE CODE: MBA 405 (H1)

COURSE TITLE: HUMAN RESOURCE PLANNING AND DEVELOPMENT

[Time allotted: Three hours]

[Max. Marks: 100]

Note: Section A has brief answer question, You are required to answer all parts of Question 1 and attempt any six in Section B. Section C is case based problem carrying 20 marks

SECTION A

Attempt **ALL** Questions:1. Attempt any **ALL** sub-parts citing **two** relevant points each:

2*10

- | | |
|---------------------------------|------------------------------|
| a. Human resource planning | f. HRD intervention |
| b. Equal employment opportunity | g. Role analysis |
| c. Human resource development | h. Empowerment |
| d. Career planning | i. Human resource accounting |
| e. Quality of work life | j. Benchmarking |

SECTION B

Answer any **Six** of the following:

10*6

2. Define succession planning? Explain succession planning process
3. What is total quality management? How can human resource managers contribute to total quality management?
4. Define different approaches of human resource planning.
5. Outline the steps involved in the human resource planning process.
6. Define:

a. Factors affecting manpower forecasting	c. Human Resource Audit
b. Replacements chart	d. Markov Analysis
7. Explain the career planning process with a suitable illustration.
8. "Human resource development is nothing but looking at the development of manpower of an organization in the light of its requirements." Comment.
9. Define:

a. Benchmarking	c. HR value chain
b. Quality circles	d. Task & person Analysis

SECTION C

10. Answer the case exercise given below.

20

Dinesh, a machine operator, worked as a mechanist for Ganesh, the supervisor. Ganesh told Dinesh to pick up some trash that had fallen from Dinesh's work area. And Dinesh replied, "I won't do the janitor's work". Ganesh replied, "When you drop it, you pick it up". Dinesh became angry and abusive, calling Ganesh a number of names and a loud voice and refusing to pick up the trash. All employees in the department heard Dinesh's comment.

Ganesh had been trying for two weeks to get his employees to pick up trash in order to have cleaner workplace and prevent accidents. He talked to all employees in a weekly departmental meeting and to each employee individually at least once. He stated that he was following the instruction of general manager. The only objection came from Dinesh. Dinesh has been with company for five years, and in this department for six months. Ganesh had spoken to him twice about excessive alcoholism, but otherwise his record was good. He was known to

burst by Dinesh hurt Ganesh badly. Ganesh told Dinesh to come to the office and suspended him for

END SEMESTER EXAMINATIONS, MAY-2018

Course Code

MBA 303

MM 100

Course Name

Corporate Legal Environment

Time 3Hours

Note: Section A has two questions. Question 1 is brief answer question and Question 2 is short answer question. You are required to answer all parts of Question 1 and attempt any five in Question 2. Section B has seven questions of 10 marks each, you are required to attempt any four. Section C is case based problem carrying 20 marks.

SECTION A

Attempt **ALL** Questions

2*10

Q.1. Attempt **ALL** sub-parts

- a. Which Act regulates the law of contracts in India?
- b. What is classification of contracts from the point of view of enforceability?
- c. State briefly kinds of damages awarded for breach of contract
- d. If one person delivers goods to another person for the purpose of securing a loan, what is this contract is called??
- e. What is general rule regarding enforceability of contract where free consent is absent?
- f. Name the necessary parties in a contract of guarantee?
- g. What is the legal position of a finder of goods under Indian Contract Act, 1872?
- h. What is main ingredient of contract of bailment?
- i. Name any two rules regarding consideration under Indian Contract Act?
- j. Give one most common example of bailment from our day-to-day life.

Q.2. Answer any **FIVE** of the following:-

4*5

- a. What are the sources of business law? Discuss any two of them.
- b. What is a sound mind for the purpose of making a contract?
- c. X, offers to sell a painting (which he knows to be copy of a well-known masterpiece) to Y who thinks that it is original and that X is not aware of its originality. Later, he discovers that in reality it was a copy. Now, he wants to set aside the contract on account of his mistake. Will he succeed?
- d. X approaches a Bank for loan of Rs.50,000. Bank asks him to furnish a guarantee. X requests Y for standing as a surety for the proposed loan. Y agrees and three contracts, of loan, of guarantee and of counter guarantee are signed among all the three parties. Later, on X's default, Bank sues Y for honoring his guarantee. Y refuses, saying that his guarantee contract is void as his promise is without consideration. Decide the issues.
- e. Discuss bailment and explain its main features with examples.
- f. What are *different kinds of damages for breach of contract* under Indian Contract Act?
- g. What are two types of lien as per the Contract Act? Distinguish between them.

SECTION B

10*4

Answer any **FOUR** of the following

Q.3. Explain rights of surety against principal debtor.

Q.4. Explain the difference between coercion and undue influence.

Q.5. On 1st January, 2016, P borrows a car from Q for one week for his own driving. However, instead of returning it to Q on 8th January, he gives it to his nephew for a pleasure trip (after verifying his driving license) who damages it on 10th. Q comes to take back the car on 11th January and asks P to compensate for damage but P insists that he had taken due care (by verifying his nephew's driving license). Decide the issues

- Q.6.** G puts a bet with H for Rs.10,000 on India's winning cricket match against Pakistan. However he loses the bet. Since he does not have money, he approaches Bank for borrowing Rs.10,000 to pay the bet. The bank gives him loan to pay betting money. Later G refuses to repay the loan and bank sues him. G argues that the suit against him should be dismissed, since betting being a wager, is a void agreement and Bank cannot go to Court. Decide the case.
- Q.7.** Discuss rules pertaining to exercise of particular lien by a bailee. (Your answer must contain conditions to be satisfied for exercise of this lien).
- Q.8.** What do you mean by quasi contracts? Discuss any two types of quasi contracts with examples.
- Q.9.** Distinguish between a wagering agreement and a contingent contract.

SECTION C

Answer **both** the case problems given below.

10*2

Q.10. (a) Z is a zamindar who has got a land on lease from Government upon payment of annual lease rental. Z gives the land to Y for cultivating. When the crop is ready, Govt. demands lease rental from Z who defaults. Govt. takes legal steps to recover the rent from Z by attaching the crop and cattle on the land. Y, in order to save the crop and his cattle, pays lease rental to Govt. and claims reimbursement from Z who refuses, saying that there was no offer/acceptance from him to Y for this reimbursement and that there is no contract between them for any such reimbursement. Advise Y

(b) A lady engaged a goldsmith for the purpose of melting old jewelry and making new ones. Every evening as soon as goldsmith's work was over, she used to receive half made jewelry from him, put it in a box at Goldsmith's place and carried away the key with her. One morning when she visited goldsmith's shop, the box was found open and all the contents were discovered stolen from the box. The lady wants to claim compensation for loss from Goldsmith. If she makes claim, what defence would be available to goldsmith?
Examine the issues.

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SECTION B