

(Pages : 2) **6201—201 (II S MBA CBCS)—January 2010**

SECOND SEMESTER M.B.A. (C.B.C.S.) DEGREE EXAMINATION, 2010

201 : MANAGEMENT INFORMATION SYSTEM

Time : 90 Minutes

Maximum : 25 Marks

Note: Answer all the sections.

Section – A

1. Answer any 5 of the following sub-questions. Each carries one mark. **(5x1=5 Marks)**

- a. Define MIS
- b. Which are the different types of decision?
- c. How is value of perfect information measured?
- d. What is an Artificial Intelligence System?
- e. Mention any four DSS Models.
- f. List some information collection methods.
- g. State the various feasibility studies conducted during system analysis.

Section – B

Answer any 2 of the following questions. Each carries five marks. **(2x5=10 Marks)**

2. "MIS supports a manager in his functional responsibilities". Explain.
3. Describe the prototype approach to MIS development.
4. Explain the MIS application in the manufacturing sector using a general model.

Section – C

5. Read the following case study and answer the questions given below. **(10 Marks)**

Almost any IBM employee can tell a story about personally solving a customer's problem. Customer service is a dominant value in IBM's organizational culture. Top managers spend a minimum of 30 days a year conferring with their best customers. IBM also assigns assistants to senior managers of customers. Their function is to process customer complaints within 24 hours. IBM finds new ideas and then explores them through its Fellows Program. This group maintains communications with the IBM technical people. The final decision to adopt a product is not made on market potential alone, but also on management approval. This entrepreneurial spirit once caused expensive difficulties when promises for one IBM product outran their ability to deliver. IBM's reaction was to set up stringent checks. IBM President Frank T. Cary soon realized that the constraints impeded new systems development by preventing the kind of thinking that leads to new ventures. He removed the constraints.

Turn over

Feed back on the success of new products comes from customers. Management's compensation is partially based on the results of consumer satisfaction surveys.

Questions:

- a. How is information about new products gathered at IBM?
- b. How is this information disseminated through out the organization?

1541 – 201 – IIS MBA – CBCS – M – 10

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2010

MANAGEMENT INFORMATION SYSTEM

Time : 90 minutes]

[Max. Marks : 25

Section – A

Q.1 Answer any five sub-Questions of the following, carries one mark each. 5X1=5

- a) Define MIS concept
- b) Explain the Decision making Process
- c) Define Rational Decision
- d) Define value of information
- e) Define prototyping
- f) Define Business Intelligence
- g) Define system objective.

Section-B

Answer any two questions of the following questions, each carries 5 marks 2X5=10

- Q.2 Explain the four approaches of Decision analysis
- Q.3 Explain the classification of information
- Q.4 What is the need for system analysis? Explain.

Section-C

Q.5 Read the case and solve the questions that follows. 1X10=10

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[P.T.O.]

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Questions:

- What is the meaning of "opt-in" and what is "opt-out"?
- What is the commitment company is giving on sharing and usage of information?
- Explain how you can stop receiving email from the company?

1542 – 202 – IIS MBA – CBCS – M – 10

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2010

MACRO ECONOMICS FOR MANAGERS

Time : 3 Hours]

[Max. Marks : 50

Answer all sections.

Marks are indicated against each section.

SECTION – A

Q.1. Write a few lines on any ten of the following:

- (i) Environment of business.
- (ii) Macroeconomic scenario.
- (iii) Business cycle.
- (iv) Growth model.
- (v) Legal environment of business
- (vi) Demographic dividend.
- (vii) Corporate social responsibility.
- (viii) The concept of multiplier.
- (ix) Inflation.
- (x) Stagflation.

[10x1=10 marks]

SECTION – B

Answer any four questions, each question carries 5 marks.

- Q.2. Discuss the impact of WTO membership on Indian Business Environment.
- Q.3. Discuss the Indian agricultural policy and its impact on Indian economy.
- Q.4. What is a monetary policy? What is a fiscal policy? What is the role of these policies in the management of economy?
- Q.5. Discuss liberalization and its impact on Indian business environment quoting examples.
- Q.6. Briefly describe public sector, private sector and joint sector and discuss their role in the economy.
- Q.7. Discuss the concept of national income and its determination.

[4x5=20marks]

SECTION – C

Answer any one question:

- Q.8. In the context of Keynes's economic theory, discuss the concept of full employment as well as investment and consumption.
- Q.9. Discuss the favorable and unfavorable impact of foreign direct investment. Suggest a model for steady Indian economic growth with social justice.

[1x10=10 marks]

[P.T.O.]

SECTION - D

Q.10. Case study (Compulsory)

Jagatjit Industries group is in steel industry. They are making several products using steel as a basic material. It is catering to the needs of construction, engineering, ship building industries etc. The total turnover is 500 crores. They propose to make some capital investments in near future and become a global player. As an economic advisor to the group discuss what will be your advice to the group based on the present scenario. How will you use the various Macroeconomic indicators in your analysis?

[10 marks]

SECTION - II

Answer any four questions, each question carries 5 marks.

- Q.1. Discuss the impact of WTO membership on Indian business environment.
- Q.2. Discuss the Indian agricultural policy and its impact on Indian economy.
- Q.3. What is a monetary policy? What is its role in the development of an economy?
- Q.4. Discuss liberalisation and its impact on Indian business environment, giving examples.
- Q.5. Identify different public sector, private sector and joint sector and discuss their role in the economy.
- Q.6. Discuss the concept of national income and its determination.

[4×5=20 marks]

SECTION - C

Answer any two questions.

- Q.1. In the context of Keynes's economic theory, discuss the concept of the multiplier and its significance.
- Q.2. Discuss the tradeable and non-tradeable sectors in the foreign exchange market. Suggest a model for analysing Indian economic growth with special reference to the tradeable sector.

[2×10=20 marks]

Use of Calculators and Statistical Table is allowed.
Graph sheets will be provided on request.

SECTION - A

Q.1. Answer any 10 questions. Each carries 1 mark. [10x1=10 marks]

- State the observation made in a simplex iteration, when the LPP model reveals the case of 'No solution'.
- Define Slack and Surplus variables in LPP model.
- Define Transportation Problem.
- Discuss Non-Degeneracy and Degeneracy in a Transportation Problem.
- Define Unbalanced Assignment Problem.
- What does an Opportunity Loss Matrix in maximization case of an Assignment Problem reveal?
- Define Dummy Activity in a Network.
- State any two differences between CPM and PERT.
- Discuss in brief- EVPI
- Define Holding and Shortage Cost associated with an Inventory.
- Discuss Individual and Group Replacement Policies.
- Write the payoff-matrix for the opponent player

		Player B			
		B1	B2	B3	B4
Player A	A1	20	15	12	35
	A2	25	14	08	10
	A3	-05	04	11	00

SECTION - B

Answer any 5 questions. Each carries 5 marks. [5x4=20 marks]

Q.2. Obtain the optimum solution for the following LPP using Simplex method-
Maximize $Z = X_1 - 3X_2 + 2X_3$

$$\begin{aligned} \text{St } 3X_1 - X_2 + 2X_3 &\leq 7 \\ -2X_1 + 4X_2 &\leq 12 \\ -4X_1 + 3X_2 + 8X_3 &\leq 10 \end{aligned}$$

$$\text{and } X_1, X_2, X_3 \geq 0$$

[P.T.O.]

- Q.3. The captain of a cricket team has to allot five middle batting positions to five batsmen. The average runs scored by each batsman at these positions are as follows-

Batsmen	Batting Position				
	I	II	III	IV	V
P	40	40	35	25	50
Q	42	30	16	25	27
R	50	48	40	60	50
S	20	19	20	18	25
T	58	60	59	55	53

Find the assignment of the batsmen to positions, which would give the maximum number of runs to the team.

- Q.4. Determine the optimum strategy for Player A, Player B in the following game and also determine the value of the game (using graphical method)

		Player B			
		B1	B2	B3	B4
Player A	A1	2	1	0	-2
	A2	1	0	3	2

- Q.5. A truck owner finds from the past records that the maintenance cost of his truck (whose purchase price was Rs 3,00,000) during the first; eight years of its life and the resale prices at the end of each year are as follows-

Year	1	2	3	4	5	6	7	8
Maintenance Cost(Rs'000)	36	48	60	72	84	96	108	120
Resale Prices (Rs'000)	200	150	100	80	70	60	50	40

Suggest the optimal policy for the replacement of his truck

- Q.6. The demand for an item manufactured in a company is 18,000 units per year and the company can produce the item at a rate of 3,000 units per month. The cost of one set-up is Rs 500 and the holding cost for 1 unit per month is 15 paise. The shortage cost for 1 unit is Rs 20 per month. Then determine-

- Optimum Production Batch Quantity
- Optimum Inventory Time
- Maximum Inventory Level
- Optimum Inventory Cost

SECTION C

Answer any 1 question (10 marks each)

[10x1=10 marks]

- Q.7. ABC Company is into production and marketing of AM and FM radios. The company has a production plant which operates 48 hours per week. Production of an AM radio (one unit) and production of a FM radio (one unit) in the production plant requires 2 hours and 3 hours respectively. Each AM radio contributes Rs 40 to the profits, while each FM radio contributes Rs 80 to the profits. The marketing department, after extensive research, has determined that maximum of 15 AM radios and 10 FM radios can be sold per week. Formulate the above problem in the form of LPP and further obtain its optimum solution using the graphical method.
- Q.8. The following table provides details of the activities in a construction project and other relevant data-

Activity	Preceding Activities	Time (in Days)		Direct Cost (in Rs)	
		Normal	Crash	Normal	Crash
A	--	4	3	60	90
B	--	6	4	150	250
C	--	2	1	38	60
D	A	5	3	150	250
E	C	2	2	100	100
F	A	7	5	115	175
G	B,D,E	4	2	100	240

The Indirect costs vary as follows

Days	15	14	13	12	11	10	09	08	07	06
Cost (in Rs)	600	500	400	250	175	100	75	50	35	25

Then Determine

- Normal time for project completion and its associated cost
- Minimum time for project completion and its associated cost
- Minimum cost for project completion and its associated time

[P.T.O.]

SECTION-D
(Compulsory)

[10 marks]

Q.9. The following cost matrix provides details regarding the cost (in Rs) associated in transporting one unit of a homogeneous product from a given origin to a given destination. The Demand and Supply at various destinations and origins respectively is also provided.

		Destinations				Supply
		D1	D2	D3	D4	
Origin	O1	48	60	56	58	140
	O2	45	55	53	60	260
	O3	50	65	60	62	360
	O4	52	64	55	61	220
Demand		200	320	250	210	

Obtain:

- The initial solution for the above transportation problem using Vogel's Approximation Method.
- Further obtain its optimum solution using UV Method.

Year		1	2	3	4	5	6	7	8	9
Maintenance		10	15	20	25	30	35	40	45	50
100	10	100	100	100	100	100	100	100	100	100
200	20	200	200	200	200	200	200	200	200	200
300	30	300	300	300	300	300	300	300	300	300
400	40	400	400	400	400	400	400	400	400	400
500	50	500	500	500	500	500	500	500	500	500
600	60	600	600	600	600	600	600	600	600	600
700	70	700	700	700	700	700	700	700	700	700
800	80	800	800	800	800	800	800	800	800	800
900	90	900	900	900	900	900	900	900	900	900

Suggest the optimal policy for the replacement of the truck.

Q.10. The demand for an item manufactured in a quantity of 10,000 units per year and the carrying cost is 10% of the cost of the item. The cost of one unit is Rs. 100. The cost of placing an order is Rs. 20. The lead time is 10 days. The stock is to be maintained at a level which will ensure that the stock is not exhausted for 10 days. Suggest the optimal policy for the replacement of the truck.

- Optimum Production Batch Quantity
- Optimum Inventory Value
- Minimum Inventory Level
- Optimum Inventory Cost

(Pages : 4)

6204—204 (IIS MBA CBCS)—January 2010

SECOND SEMESTER M.B.A. (C.B.C.S.) DEGREE EXAMINATION, 2010

204 : FINANCIAL MANAGEMENT

Time : Three Hours

Maximum : 50 Marks

Answer all sections.

Section – A

1. Answer any 10 of the following sub-questions. Each carries 1 mark.

[10x1=10 marks]

- What are the basic financial decisions? How do they involve risk-return trade-off?
- How does discounting and compounding help in determining the sinking fund and capital recovery?
- Differentiate over-capitalization and under-capitalization.
- What do you understand by Fisher's Intersection Rate? State its importance.
- Define Cost of Equity Capital. How is the weighted average cost of capital calculated?
- What do you mean by incremental cash flows?
- What is an Indifference Point in the EBIT-EPS analysis? How would you compute it?
- What is financial risk? How does it differ from business risk?
- What do you understand by the term Information Asymmetry?
- What is a bonus issue or stock dividend?
- What is the concept of working capital cycle?
- What do you mean by 'tender offer'?

Section – B

Answer any 6 of the following questions. Each carries 5 marks. [6x5=30 marks]

- Define the working capital management. Why is it important to study the management of working capital as a separate area in financial management? Explain.
- What are the mutually exclusive projects? Explain the conditions when conflicting rating would be given by the IRR and NPV methods to such projects?
- Explain the position of M-M on the issue of an optimum capital structure, ignoring the corporate income taxes. Use an illustration to show how home-made leverage by an individual investor can replicate the same risk and return as provided by the levered firm.
- What is a stable dividend policy? Explain the nature of factors which influence the dividend policy of a firm.

Turn over

6. P Company has outstanding 50 lakh shares selling at Rs.120 per share. The company is thinking of paying a dividend of Rs.10 per share at the end of current year. The capitalization rate for the risk class of this firm is 10%. Using Modigliani and Miller's (MM) model you are required to:
- calculate the price of the share at the end of the current year if dividends are paid and if they are not paid;
 - determine the number of shares to be issued if the company earns Rs.9 crore, pays dividends and makes new investments of Rs.6.60 crore?
 - Is the MM model realistic with respect to valuation?
7. A company has assets of Rs.10,00,000 financed wholly by equity share capital. There are 1,00,000 shares outstanding with a book value of Rs.10 per share. Last year's profit before taxes was Rs.2,50,000. The tax rate is 35%. The company is thinking of an expansion programme that will cost Rs.5,00,000. The financial manager considers the three financing plans:
- selling 50,000 shares at Rs.10 per share,
 - borrowing Rs.5,00,000 at an interest rate of 14% per annum, or
 - selling 5000 preference shares at Rs.100 each with a dividend rate of 14%.
- The profit before interest and tax estimated to be Rs.3,75,000 after expansion. You are required to calculate:
- the after-tax rate of return on assets,
 - the earnings per share, and
 - the rate of return on shareholders' equity for each of the three financing alternatives
 - determine the indifference point between first option and second option and
 - suggest which alternative should be accepted by the firm.
8. An electricity equipment manufacturing company wishes to determine the weighted average cost of capital (K_o) for evaluating capital budgeting projects. You have been supplied with the following information to calculate the value K_o for the company:

Balance Sheet as on March 31

Liabilities	Amount (Rs)	Assets	Amount (Rs)
Equity share capital	12,00,000	Total assets	39,00,000
Retained earnings	4,50,000		
Debentures	9,00,000		
Preference share capital	4,50,000		
Current liabilities	9,00,000		
Total	39,00,000	Total	39,00,000

Anticipated external financing information:

- (a) 20 year, 8% debenture of Rs.2,500 face value, redeemable at 5% premium, sold at par, 2% flotation costs.
- (b) 10% preference shares: sale price Rs.100 per share, 2% flotation costs.
- (c) Equity shares: sale price Rs.115 per share, flotation costs would be Rs.5 per share.

The corporate tax rate is 35% and expected equity dividend growth is 5% per year. The expected dividend at the end of the current financial year is Rs.11 per share. Assume that the company is satisfied with its present capital structure and intends to maintain it.

9. X Ltd sells goods at a gross profit of 20%. It includes depreciation as a part of cost of production. The following figure for the 12 month-period ending March 31, next year are given to enable you to ascertain the requirements of working capital of the company on a cash cost basis.

In your working, you are required to assume that:

- (i) A safety margin of 15% will be maintained;
- (ii) Cash is to be held to the extent of 15% of current liabilities;
- (iii) There will be no work-in-progress;
- (iv) Tax is to be ignored;
- (v) Finished goods are to be valued at manufacturing costs. Stocks of raw materials and finished goods are kept at one month's requirements.
- (vi) Sales at two month's credit, Rs.27,00,000.
- (vii) Materials consumed (suppliers credit is for 2 months), Rs.6,75,000.
- (viii) Wages (paid on the last day of the month), Rs.5,40,000.
- (ix) Manufacturing expenses outstanding at the end of the year (cash expenses are paid one month in arrear), Rs.60,000.
- (x) Total administrative expenses (paid as above), Rs.1,80,000.
- (xi) Sales promotion expenses (paid quarterly in advance), Rs.90,000.

Section – C

10. Read the given below case and answer the questions that follow: [10 marks]

G.S. Petropull Company (GSPC)

GSPC is a fast growing profitable company. The company is situated in Western India. Its sales are expected to grow about three times from Rs.360 million in 2008-09 to Rs.1,100 million in 2009-10. The company is considering of commissioning a 35 km pipeline between two areas to carry gas to a state electricity board. The project will cost Rs.250 million. The pipeline will have a capacity of 2.5 MMSCM. The company will enter into a contract with the state electricity board (SEB) to supply gas. The revenue from the sale to SEB is

Turn over

expected to be Rs.120 million per annum. The pipeline will also be used for transportation of LNG to other users in the area. This is expected to bring additional revenue of Rs.80 million per annum. The company management considers the useful life of the pipeline to be 20 years. The financial manager estimates cash profit to sales ratio of 20% per annum for the first 12 years of the projects operations and 17% per annum for the remaining life of the project. The project has no salvage value. The project being in a backward area is exempt from paying any taxes. The company requires a rates of return of 15% from the project.

Questions:

- (a) What is the project's payback and return on investment (ROI)?
- (b) Calculate the project's NPV and IRR.
- (c) Should the project be accepted? Why?

Answer all the sections.

Marks are indicated against each section.

SECTION – A

Q1. Answer any 10 of the following, each question carry 1 mark. [10x1=10 marks]

- What are the objectives of Financial Management.
- Write any two difference between over capitalization and under capitalization.
- Write any four assumptions of Net Income Approach theory.
- What do you mean by Net Present Value? Write the Decision rule for it.
- Write any four factors affecting Working capital management.
- What is Operating cycle ? write the formula to calculate Net Operating Cycle.
- What is cash budget? Mention any 2 features of cash budget.
- What is EOQ? Write the formula to calculate it.
- Write the formula to calculate operating leverage and financial leverage.
- Project A requires an investment of Rs. 250000. The project generates a cashflow of Rs. 50000 each year for 6 years. Calculate the payback period.
- Mention any 4 sources of Long term capital.
- What is meant by Factoring? Mention any two types of factoring.

Section B

Answer any three of the following, each question carries 5 marks. [3 x 5=15 marks]

- Explain Net Operating Income Approach Theory.
- Explain Walter Model and Gordon Model.
- Write in brief the different techniques of inventory management.
- Write the meaning of Financial Management? Explain the functions of financial management.
- Discuss the different capital budgeting techniques.

[P.T.O.]

Section C

Answer any three of the following, each question carries 5 marks. [3 x 5=15 marks]

Q.7.	A ltd has the following capital structure:		
	Equity Share capital (200000 shares) :	Rs. 4000000	
	6% Preference shares	Rs. 1000000	
	8% Debentures	Rs. 3000000	
	Total	Rs. 8000000	

The market price of the company's equity share is Rs. 20. It is expected that company will pay a dividend of Rs. 2 per share at the end of current year, which will grow at 7 % for ever. The tax rate may be presumed at 50%.

You are required to compute the weighted average cost of capital using book value method.

Q.8. The balance sheet of Well Established Company is as follows:

Liabilities	Rs.	Asset	Rs.
Equity Capital	60000	Fixed Assets	150000
Retained Earnings	20000	Current Assets	50000
10% long term debt	80000		
Current liabilities	40000		
	200000		200000

The company's total assets turnover ratio is 3, its fixed operating costs are Rs. 100000 and its variable operating cost ratio is 40%. The income tax rate is 50%. Calculate the different types of leverages given that the face value of the share is Rs. 10.

Q.9. Machine A costs Rs. 100000, payable immediately. Machine B costs Rs. 120000, half payable immediately and half payable in one year's time. The cash receipts expected are as follows:

Year (at the end)	A	B
1	Rs. 20000	
2	Rs. 60000	Rs. 60000
3	Rs. 40000	Rs. 60000
4	Rs. 30000	Rs. 80000
5	Rs. 20000	

With 7% cost of capital, which machine should be selected using NPV technique?

Q.10. What is meant by credit policy? Explain the different variables of credit policy?

Section D
(Compulsory)

Q.11. Case study

[10 marks]

Vaibhav Ltd has obtained the following data concerning the average working capital cycle for other companies in the same industry.

Raw material stock turnover	100 days
Credit received	-60days
Work -in-progress turnover	230 days
Finished goods stock turnover	50 days
Debtors collections period	<u>70 days</u>
	390 days

Using the following data, compute the working capital requirement of vaibhav ltd using operating cycle method and briefly comment on it.

Trading and Profit & Loss Account

Particulars	Amount	Particulars	Amount
To opening stock		By credit sales	100000
Raw materials	10000		
Work in Progress	30000		
Finished Goods	5000		
To credit purchases	35000	By closing stock	
		Raw materials	11000
		Work in Progress	30500
		Finished Goods	8500
To wages & manufacturing exp	15000		
To Gross Profit c/d	55000		
	150000		150000
To administrative exp.	15000	By Gross Profit b/d	55000
To Selling & dist. Exp	10000		
To Net profit	30000		
	55000		55000

Balance Sheet

Particulars	Amount	Particulars	Amount
Share capital (16000 equity shares of Rs. 10 each)	160000	Fixed Assets	100000
Profit & Loss account	30000	By closing stock	
		Raw materials	11000
		Work in Progress	30500
		Finished Goods	8500
Creditors	10000	Debtors	30500
		Cash and bank	19500
	200000		200000

Opening debtors (excluding profit element) and opening creditors were Rs. 6500 and Rs. 5000 respectively.

(Pages : 2)

6205—205 (IIS MBA CBCS)—January 2010

SECOND SEMESTER M.B.A. (C.B.C.S.) DEGREE EXAMINATION, 2010

205 : MARKETING RESEARCH

Time : Three Hours

Maximum : 50 Marks

Note: Answer all the sections.

Section - A

1. Answer any 10 of the following terms. Each carries one mark. (10x1=10 Marks)

- Marketing Research
- Conjoint Analysis
- Syndicated Service
- Situation analysis
- Factor analysis
- Descriptive Research
- Research Design
- Secondary data
- Interval Scale
- Marketing Intelligence
- Attitude Scale
- Sampling Error

Section - B

Answer any 4 of the following. Each carries 5 marks. (4X5=20 Marks)

- Indicate in the right sequence the importance stages in marketing research process and explain in detail the importance of the first and last stages of the process.
- How do you think marketing research might differ between (a) a retailer, (b) a consumer goods manufacturer, (c) an industrial goods manufacturer, and (d) a charitable organization?
- State the basic scale [levels] of measurements and bring out their salient properties by citing relevant examples.
- Enumerate the basic components of a research report discussing in brief relevance and importance of each components.
- a) What are advantages and limitation of secondary data?
b) What are the sources of non sampling errors in research?

Turn over

Section - C

Answer any 1 of the following. It carries 10 marks.

(1x10=10 Marks)

7. a) Prepare a rating scale of 10 items, measuring perception of a consumer of any product of your choice.
b) Discuss the application of Multi-Dimensional scaling.
8. a) What is testing of hypothesis? What is its significance in research? Which statistical techniques should a researcher use for this purpose?
b) Explain how factor analysis is useful to a Marketing Manager?

Section - D

- 9. Read the following case study and answer the questions given below. (10 Marks)**

Researchers are always striving to uncover consumer purchase motivations. Striving to better understand consumer psyches has led to some rather offbeat techniques. The success of the "Got Milk?" advertising campaign has been attributed to an "outside-the-box" technique. The ads were inspired by an exercise in consumer deprivation. Goodby, Silverstein & Partners, a unit of the Omnicom Group, asked dozens of people to skip milk for a week and record their feelings in a diary. By the fifth day, one man said he was so desperate he was looking in his cat's bowl. The San Francisco agency recreated the scene in a TV spot, complete with a cat meowing fiercely in the background.

Another unusual technique is called "naked behavior," or unguarded reactions. Researchers from Greenfield Consulting Group in Westport, Connecticut, for example, regularly sidle up to shoppers in stores, mumbling, "Gosh, I don't understand, there are so many brands." Ideally, unsuspecting consumers will offer to share their impressions of products far more candidly than they would tell a survey taker.

Then there's the early morning ambush, Leo Burnett, the Chicago agency that creates Kellogg ads, has sent researchers out to knock on test subjects' doors at sunrise, to discover "what drives a dynamic choice at 7:30 A.M.," says Catherine DeThorne, Burnett's director of planning.⁹

Questions:

- a. Does this type of research qualify as marketing research?
- b. Do you think that the elements of a firm's marketing mix should be modified after receiving results from these methods?
- c. Could these techniques be used to evaluate service quality?

1545 – 205 – IIS MBA – CBCS – M – 10

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2010

MARKETING RESEARCH

Time : 3 Hours]

[Max. Marks : 50

Answer all the sections. Marks are indicated against each section.

Section - A

Q1) Answer any 10 questions. Each question carries one mark.

- a. Discuss the advantages of undertaking Marketing Research.
- b. Identify benefits of conducting Cluster Analysis.
- c. What is the meaning of Media Research?
- d. What is Conjoint Analysis?
- e. How can Market Research assist in positioning a brand?
- f. What is Surrogate Information Error?
- g. What is a Double Barelled question?
- h. Differentiate between 'Classification Data' and 'Basic Data' in the context of Questionnaire design.
- i. Name any two methods of collecting data for conducting Exploratory Research.
- j. Distinguish between 'Attitude Scales' and 'Rating Scales'.
- k. What do you understand by 'Longitudinal Study' in the context of Descriptive Research?

(10x1=10marks)

Section - B

Answer any 4 questions. Each question carries five marks.

- Q 2) Differentiate between Primary and Secondary Data. Explain major secondary sources of data, with suitable examples.
- Q 3) What are the major areas of Marketing Research? Highlight the steps involved in the process of Marketing Research.
- Q 4) Explain the difference between marketing problem and marketing research problem. Substantiate your answer with relevant example.
- Q 5) What do you understand by the terms 'Type 1' and 'Type 2' Error? What methods are resorted to by researchers to reduce the intensity of both the above two errors?
- Q 6) Explain the significance of 'Structure' and 'Extent of Disguise' in the design of questionnaire for collecting data.
- Q 7) Explain the situation that entails usage of 'Stratified Random Sampling' method? Differentiate between Stratified proportionate and Stratified Disproportionate sampling methods.

(4x5=20marks)

[P.T.O.]

Section - C

Answer any one question. Each question carries ten marks.

Q 8) Select the Scaling Technique you would recommend for the three situations described below. Explain the choice of your technique for each.

- i) Determination of preference of three cars that are launched recently
- ii) Measurement of which of the three advertisements appearing in a magazine has greatest readership
- iii) Comparison of three retail stores on 10 various attributes

Q 9) What is the sampling design you suggest for the following research proposals?

- i) A survey to estimate the potential users of microwave oven in Mumbai.
- ii) An all India level survey to estimate the usage of laptops in the small office segment.

(1x10=10marks)

Section - D**Q 10) Case study (Compulsory)**

You are retained by an organization M/s ABC Ltd to find how MBA students from institutes in Chennai and nearby towns are absorbed into employment circles soon after completion of their graduation. No information is available at present on the above aspect. The placement officers of these institutes have limited information concerning their own students. M/s ABC Ltd would like to know details regarding the nature of the organization the students are placed, the nature of the jobs offered, salary, perks, promotions, relevance of inputs and training during the MBA course to their jobs, etc.

You are required to work out the following as a part of the assignment for M/s ABC Ltd:

- a) The objectives of the study.
- b) The methodology to be adopted.
- c) Prepare a questionnaire for collecting data required to address the set objectives.

(1X10=10 Marks)

(Pages : 3)

6206—206 (IIS MBA CBCS)—January 2010

SECOND SEMESTER M.B.A. (C.B.C.S.) DEGREE EXAMINATION, 2010

206 : CONSUMER BEHAVIOUR

Time : Three Hours

Maximum : 50 Marks

Note: Answer all the sections.

SECTION - A

I. Answer any 10 of the following. Each carries one mark.

(10x1=10 marks)

- a. Nominal Decision Making
- b. ELM
- c. CAD theory of personality
- d. Compensatory decision rules
- e. Variety seeking buying behavior
- f. Evoked set, Inert set, Inept set
- g. Consumer Ethnocentrism
- h. Normative reference group
- i. Figure and ground approach in perception
- j. Stimulus Generalization
- k. Ideal Social self-image
- l. Utilitarian Function

SECTION - B

Answer any four questions. Each carries 5 marks.

(4x5=20 marks)

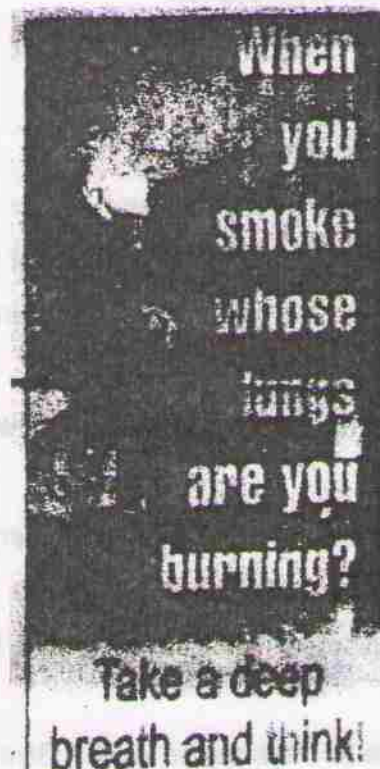
2. "Marketers feel that behavioral science have made significant contribution to the study of Consumer Behavior". In this context briefly explain the interdisciplinary dimensions of Consumer Behavior.
3. Describe personality trait theory. Give five examples of how personality traits can be used in consumer research.
4. What is the difference between Absolute Threshold and Differential Threshold? Discuss the implication of Weber's Law.
5. Mention two examples each of classical Conditioning and Instrumental Conditioning used in advertising.
6. How do Central and Peripheral route to Persuasion work? Give example.

SECTION - C**Answer any one question. It carries 10 marks.****(1x10=10 marks)**

7. Briefly explain the following Consumer Decision Models. (i) Nicosia Model, (ii) Howard - Sheth - Model, and (iii) EKB Model
8. Define extensive problem solving, limited problem solving and routinised response behavior. What are the differences among the three decision-making approaches? What type of decision process do you expect most consumers' to follow in their first purchase of a new product or brand in each of the following areas?
(i) Chewing Gum, (ii) Sugar, (iii) Men's after-shave lotion, (iv) Cellular Phone, (v) Luxury Car

SECTION - D

9. Read the following case and answer the questions given below. **(10 marks)**



Study this advertisement carefully. Consider its headline, Sub-headline and the visual. The ad is meant to discourage smoking, makes use fear appeal, and invites smokers to think and decide (conclusion drawing is left to the reader). The basic purpose is to bring about a change in the attitudes of smokers.

Questions

- Do you think ads can change the attitude of consumer who are in the habit of smoking? Give your reason.
- Why do fear appeals don't prove effective in certain cases?
- Who are the readers most likely to be influenced by such ad messages?
- Prepare an ad which in your view would be effective in discouraging smoking among smokers? Why do you think this ad would be more effective?

- Self-concept of personality
- Exaggerated decision time
- Worrying about buying behavior
- Evoked set, Inevitable, Inevitable
- Consumer's self-concept
- Alternative reference group
- Figure and ground approach in perception
- Stimulus Generalization
- Kind Effect self-image
- Perceptual Function

SECTION - II

Answer any four questions. (Each carries 8 marks) (Total 32 marks)

- Marketers find that behavioral sciences have made a significant contribution to the study of Consumer Behavior. In this context briefly explain the interdisciplinary convergence of Consumer Behavior.
- Describe personality and history. Give two examples of how personality traits can be used in consumer research.
- State the difference between Absolute Threshold and Differential Threshold. Discuss its implication of Weber's Law.
- Mention two examples each of classical conditioning and instrumental conditioning with a diagram.
- What do Central and Peripheral routes to persuasion mean? Give examples.

Q.1. Explain any ten of the following. Each carries one mark

- a) Customer Value
- b) Buyer behavior model
- c) Sensation
- d) Dissolution
- e) Stimulus generalization
- f) Value Expressive Function
- g) Comparative Reference Group
- h) Social Stratification
- i) Innate needs
- j) Perceptual constructs
- k) Psycho analytic theory
- l) Dogmatism

(10x1=10marks)

SECTION - B

Answer any four questions. Each carries 5 marks

- Q.2. Explain the different factors involved in Attitude Formation?
- Q.3. Explain briefly "The Sociological Model"?
- Q.4. Describe the Personality Trait theory? Explain with example how Personality traits can be used in Consumer Research?
- Q.5. Explain with example the Tri-component Attitude Model?
- Q.6. Discuss the difference between Absolute Threshold and Differential Threshold? Which one is more important to marketers? Explain with example

(4x5=20 marks)

SECTION - C

Answer any one question. This question carries 10 marks

- Q.7. Explain with examples how principles of Classical conditioning Theory and Operant Conditioning Theory can be applied to the development of marketing strategies?
- Q.8. Explain Social Influence on Consumer Behavior with examples?

(1x10=10marks)

[P.T.O.]

SECTION - D

(Compulsory)

Q.9. Read the following case study and answer the questions:

Ramesh Sikand and his family lived in a comfortable two-bedroom flat in a respectable locality in a large city. He was employed with a general insurance company supervisory capacity. His wife, Sumita was a teacher in an English medium school. Both their children, Rachit aged 10 and Sarita aged 8 years were studying same school where Sumita was employed.

Just before Diwali in 2009, one Friday evening the family went shopping. Besides clothes for children and few other things, they bought a 27 litre Excel microwave from an outlet with good reputation. Sumita was very happy and the children were excited with this new purchase. Both the children were anticipating quick cooking of a variety of dishes they liked. They were expecting that everyday their Mom would give them school tiffin-boxes packed with noodles and other Chinese food.

To celebrate Sumita invited two of her school colleagues for dinner and prepared a few dishes in her brand new microwave. Both of her friends observed her cooking with great interest. On the dinner table most talk was around difficulties of both spouses being employed and he shortage of time to attend to so many household chores. The friends, Ramesh and the kids profusely praised the dishes and how quickly everything for the dinner was ready. What really took most time was cooking the Chapatis. Sumita said, "How nice and convenient it can be if some portable chappati-preparing gadget was available."

Ramesh said, "It was my idea to buy a microwave". Sumita said, "Why? You have forgotten. It was I who two years ago during exam time suggested that it would be good if we buy a microwave." Both of them were trying to take credit for the purchase. Finally, both of them agreed that the idea to buy a microwave was discussed after they attended he dinner at a friend's place where for the first time they saw a microwave in operation.

One of Sumita's friends asked, "Why did you buy this particular brand? I have read in the newspaper just a few days back that there are attractive schemes on some brands". Sumita and Ramesh spoke simultaneously, "In fact, both of us have read advertisements and articles in magazines within the last six months about what features and benefits every brand offers,". Sumita said, "As and when I got the opportunity, I consulted some of my knowledgeable friends who have owned microwaves for quiet some time, what to look for and what brands to consider." "You know, I came across some scaring information about the safety of microwaves. Now the technology is so advanced that all those scaring tit bits of information are quite baseless." Ramesh said, "Whatever we learned from magazine articles and experienced friends has helped us quite a lot in buying this brand." Sumita said "About schemes, you are right. We too got a set of three bowls to be used for microwave cooking. Besides, we have paid just a thousand rupees and the rest would be paid in fifteen interest free installments. There is an extended warranty of three years, and if we are not satisfied with the machine, we can return it within the first 30 days of purchase, and no questions asked. Our Rs.1,000 would be refunded in cash."

One of Sumita's friends said, "Recently, one of my relations in Delhi told me her bad experience with this brand. She went to the extent of suggesting me never to buy this brand microwave." Ramesh said, "I don't know what to say about your relation's experience. What information we could collect goes quiet in favor of this brand. Those who recommended it

have had few years use experience without any complaints." Sumita's friend said, "You may be right, but one thing we all know is that these are machines and they are not perfect. Excellent cars with unmatched reputations like BMW, Rolls Royce too, need repairs." She smiled, and said, "Haven't you heard of Murphy's Law 'If a thing can go wrong, it will'". At about 10.30 pm, the friends thanked Sumita and Ramesh, and congratulated them for owning a microwave and left. Sumita and Ramesh were a bit pessive after their departure. They felt somewhat uneasy about the correctness of their decision in choosing this particular brand of microwave. They knew their money was safe, but it would be embarrassing if they had made a mistake. They agreed to discuss the matter with some of their experienced friends.

Questions:

- Discuss whose decision it was to buy a microwave and when was the purchase decision made?
- What factors influenced the purchase of the microwave?
- What is likely to be the post-purchase behavior in this case and what is the significance of such behavior?
- What is the significance of post-purchase behavior for the marketer?

(10 marks)

(Pages : 4)

6207—207 (IIS MBA CBCS)—January 2010

SECOND SEMESTER M.B.A. (C.B.C.S.) DEGREE EXAMINATION, 2010

207 : MARKETING MANAGEMENT—II

Time : Three Hours

Maximum : 50 Marks

Note : Answer all the sections. Answer to be brief and precise with illustrations wherever necessary.

SECTION - A

1. Answer any ten of the following. Each carries 1 mark. (10x1=10 marks)

- What do you understand by product augmentation strategy?
- Differentiate between convenience goods and shopping goods.
- What is 'Two Way Stretch' in the context of product line stretching?
- Explain 'Ingredient Branding' with examples.
- Distinguish between 'warranty' and 'Guarantee'.
- What is the meaning of 'market skimming pricing'?
- List out any two conditions under which demand is likely to be inelastic.
- List out the five service outputs produced by channels.
- Explain 'Private Labels'.
- What do you understand by 'Integrated Marketing Communication'?
- Define the term 'Reach', 'Frequency' and 'Impact' in the context of media selection.
- What are the benefits of Interactive Marketing?

SECTION - B

Answer any four of the following. Each carries five marks. (4x5=20 marks)

- Discuss with examples the various methods of motivating sales representatives.
- What are the benefits and limitations of Direct Marketing? Distinguish between catalog Marketing and Telemarketing.
- What is 'Technology Driven Marketing'? What are the challenges faced by marketers involved in such a process?
- What basic difference do you foresee in the marketing process tailor-made for an NGO? Illustrate with examples.
- Distinguish between 'Selective Attention', 'Selective Distortion', and 'Selective Retention' concepts with suitable illustrations.

Turn over

SECTION - C

Answer any one of the following. It carries tenmarks.

(1x10=10 marks)

7. Explain the various methods of 'Discriminatory Pricing' methods giving suitable examples for each method. What are the basic pre-requisites for a company to go in for such pricing method?
8. Some marketers feel that the image of a particular channel in which they sell their products does not matter – all that matters is that the right customers shop there and the product is displayed in the right way. Others maintain that channel images – such as retail store – can be critical and must be consistent with the image of the product.

You are required to choose one of the below and substantiate:

- a. Channel images do not really affect the brand images of the products they sell.
- b. Channel images must be consistent with the brand image.

SECTION - D

(Compulsory)

9. Read the following case study and answer the questions given below. (10 marks)

Intel Microprocessors

Intel makes the Microprocessors that are found in 80% of the world's personal computers. In early days, Intel microprocessors were known simply by their engineering numbers, such as "80386" or "80486". Intel positioned its chips as the most advanced. The trouble was, as soon as Intel learned, numbers can't be trademarked. Competitors came out with their own "486" chips and Intel had no way to distinguish itself from the competition. Worse, Intel's products were hidden from consumers, buried deep inside PCs. With a hidden, untrademarked product, Intel had a hard time convincing consumers to pay more for its high-performance products.

Intel's response was a marketing campaign that created history. The company chose a trademarkable name (Pentium) and launched a marketing campaign to build awareness of the Intel brand. The "Intel Inside" campaign was Intel's effort to get its name outside of the PS and into the minds of consumers.

Intel used an innovative cooperative scheme to extend the reach of its campaign. It would help computer makers who used Intel processors to advertise their PCs if the makers also included the Intel logo in their ads. Intel also gave computer manufacturers a rebate on Intel processors if they agreed to place an "Intel Inside" sticker on the outside of their PCs and laptops.

Simultaneously with the cooperative ads, Intel began its own ad program to familiarize consumers with Intel name. The "Intel Inside" campaign changed Intel's image from a microprocessor maker to quality standard-bearer. The ads that included the Intel Inside logo were designed to create confidence in the consumer's mind that purchasing a personal computer with an Intel microprocessor was both a safe and technologically sound choice. Between 1990 and 1993, Intel invested over \$500 million in advertising and promotional programs designed to build its brand equity. By 1993, Financial World estimated the Intel brand to be worth \$17.8 billion.

Intel continues its integrated campaigns to this day. For example, when launching its Centrino mobile platform, Intel began with TV ads that aired in the United States and 11 other countries. These ads include the animated logo and now familiar five-note brand signature melody. Print, online, and outdoor advertising followed shortly thereafter. Print ad ran in magazines and featured ads that targeted that magazine. For instance, an ad appearing in a sports magazine showed the logo in the center of a tennis racquet with the tagline "High performance laptop. No strings attached".

Simultaneously, Intel held a "One Unwired Day" event that took place in major cities such as New York, Chicago, San Francisco, and Seattle. In addition to allowing free trial Wi-Fi access, each city held festivals events that included live music, product demonstrations, and prize give aways. The company also set up free access demonstration sites (with wireless Centrino - powered laptops) in areas frequented by road warriors, such as San Francisco's airport. To boost interest in mobile computing, the company partnered with Zagat Survey to produce a mini-guide inserted into The New Yorker that identified more than 50 "Wi-Fi Hotspots" - mainly restaurants and hotels - in the "One Unwired Day" cities. Finally, Intel ran ads online ads on such Web sites as CNET.com and Weather.com. Yahoo! created a Wi-Fi center Website co-sponsored by Intel and featuring Centrino advertising.

The "Unwired" campaign was another Intel success in marketing integration. The \$300 million total effort for the Centrino mobile platform helped generate \$2 billion in revenue for Intel during the first nine months of the campaign. Among marketers Intel won the Innovation award in the Business Super brands Awards 2003.

Going forward, Intel CEO Craig Barrett said the company will aggressively target opportunities outside of its traditional revenue stream in PCs. The company will be moving beyond "Intel Inside" to "Intel everywhere" – Intel chips in every type of digital device possible, from cell phones to flat-panel TVs to portable video players and wireless home networks, even medical diagnostic gear. The company is targeting 10 new product areas for its chips. If the new markets take off. They will increase demand for PCs and services, bringing new revenues for Intel's core products even if its own new products do not succeed in these markets, in 2005, former marketer Paul Otellini will succeed Craig Barrett as CEO and take the helm of this \$34 billion company.

Questions

- What have been the key success factors for Intel?
- Where is Intel vulnerable? What should it watch out for?
- What recommendations would you make to senior marketing executives going forward? What should they be sure to do with their marketing?

1546 - 207 - IIS MBA - CBCS - M - 10

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2010

MARKETING MANAGEMENT-II

Time : 3 Hours]

[Max. Marks : 50

Section - A

Q - 1. Answer 10 out of 12 Sub-questions, each carries one mark 10X1=10

- a) Mention the five levels of product concept.
- b) What do you understand by line stretching?
- c) What do you mean by intensive distribution?
- d) Who are the full-service merchant whole sellers?
- e) What is perceived value pricing?
- f) Explain scalloped pattern of PLC
- g) What do you understand by penetration pricing?
- h) Why new product fails?
- i) What are the characteristics of service product?
- j) What is market testing?
- k) What do you understand by product mix?
- l) What do you mean by private branding?

Section - B

Answer any 4 out of 5 questions each carries 5 marks 4X5=20

- Q.2) What is PLC? And explain stages in PLC
- Q.3) What are the determinants of pricing?
- Q.4) Explain steps involved in personal selling?
- Q.5) How do market and product characteristics affect promotion mix?
- Q.6) Describe the major functions of marketing channels.

Section - C

Answer any one out of two questions carries 10 marks 1X10=10

- Q.7) If you were to open a speciality store, what factors would you consider?
- Q.8) does product quality demands always decrease when price is raised? Illustrate your answer with examples.

[P.T.O.]

Section - D

Q.9) Case study (compulsory) carries 10 Marks

1X10=10

Seven consumer goods firms, including Kraft, General Food, Quaker Oats Co., and Colgate-Palmolive are experimenting with pricing strategies that appear to achieve the same goals as everyday low pricing. But most of these firms deny they are initiating everyday low pricing strategies. Not to be confused with everyday low pricing by retailers like Wal-Mart Stores, the strategy being used by manufacturers, eliminates the varying prices they offer retailers as a part of trade promotion deals. Proctor & Gamble, however, did use everyday low pricing, when it reduced the listed prices on many of its best-selling brands.

The goal of Proctor & Gamble's everyday low pricing strategy is to give better value to consumers who have suffered through a recession. But although the strategy is designed to give greater value to consumers, many retailers have openly protested. Vice president of corporate affairs by Big Y Foods said, "We are not happy with Pig's everyday low pricing program. It takes away our flexibility as a retailer. Basically, P&G is saying we have one option - Take it or Leave it. We are there for leaving it when we can.

Most warehouse clubs and mass merchandisers prefers to everyday low pricing. On the other hand, many supermarket chains, including Jewel Food Stores and Supermarket General's Path mark, have publically or privately expressed dissatisfaction regarding P&G's policy. Those retailers who operate with a 'high-low' price with frequent specials are particularly upset.

P&G has felt the pressure but says, it will not back out. The firm believes that, the program will benefit everyone-P&G, retailer stores and consumers-because it results in lower operating costs and lower prices. In theory, the strategy frees trade promotion money for additional promotion spending directed towards consumers. P&G put the Tide and Cheer detergents brands under the everyday low pricing program; the entire the laundry detergent line is now under the plan.

Most other packaged goods marketers are watching P&G and silently applauding its efforts. They also favour everyday low pricing as an alternative to the expensive trade promotions. But do not have the resources to whether the potential backlash from the retailers. Many

companies are testing pricing programs with different names but all designed for the same reason, to reduce the trade promotion spending and increase promotion to the final consumers. Meanwhile, the entire industry is hoping that P&G is successful.

- a) Study the case and determine the significant issues in the Case.
- b) Examine the pricing practice of P&G. Do you think it can spoil P&G's relation with retailers and harm the company in the long-run?

(Pages : 3)

6208—208 (IIS MBA CBCS)—January 2010

SECOND SEMESTER M.B.A. (C.B.C.S.) DEGREE EXAMINATION, 2010

208 : PRODUCTION AND OPERATIONS MANAGEMENT

Time : Three Hours

Maximum : 50 Marks

Note: Answer all sections.

Section - A

1. Answer any 10 out of 12 sub-questions. Each carries **One** mark. **(10x1=10 Marks)**

- Difference between Production and Operations Management
- Value Analysis
- CRAFT
- Method Study
- Operations Management
- Vendor Rating
- Material Requirement Planning
- FMS
- Group Technology
- Load-Distance Analysis
- Loading and Scheduling
- Quality Assurance

Section - B

Answer any 4 out of 5 questions. Each carries **Five** marks. **(4x5=20 Marks)**

- Differentiate between process layout and plant layout.
- What are the different steps involved in work study? Explain.
- Calculate the vendor rating for the following. The item under consideration is the same from all the suppliers.

Supplier's Data	Supplier A	Supplier B	Supplier C
Quantity supplied	90	80	75
Quantity accepted	78	80	70
Price of each item	Rs.4.00	Rs.4.20	Rs.3.90
Delivery promised	6 weeks	6 weeks	6 weeks
Actual delivery made in	8 weeks	6.2 weeks	7 weeks

Weightage for quality=70%; price=20%; delivery=10%

Turn over

5. Explain different Line Balancing Methods

OR

What are the different methods of selective inventory control? Explain

6. What are function of Production Planning and control?

OR

A company plans to fill six positions. Since the positions are known to vary considerably with respect to skills and responsibility, different types of aptitude tests and interviews are required for each. While the aptitude tests are conducted by people from the clerical positions, the job interviews are held by the personnel from the management cadre. The job interviews immediately follow the aptitude test. The time required (in minutes) by each of the positions is given here:

Position	P ₁	P ₂	P ₃	P ₄	P ₅	P ₆
Aptitude Test	140	180	150	200	170	100
Job Interview	70	120	110	80	100	90

If it is desired to minimize the waiting time of the managerial personnel, in what order the position filling be handled?

Section - C

Answer any 1 out of 2 questions which carry Ten Marks.

(1x10=10 Marks)

7. A manufacturer of colour televisions has a final inspection before the product is packed for shipping. The final inspection involves testing the television on several parameters and verifying if the set performs satisfactorily on all the parameters. A chart is used at this stage to control the process. Periodically, 10 television sets are drawn for the testing. The table below gives the performance during one such test. Use this data to set up a control chart.

Sample No.	1	2	3	4	5	6	7	8	9	10
No. of Defects	11	9	12	9	12	22	7	10	13	6

Is the process under control?

8. An auto industry purchases spark plugs at the rate of Rs.25 per piece. The annual consumption of spark plug is 18,000 nos. If the ordering cost is Rs.250 per order and carrying cost is 25% p.a. what would be the EOQ? If the supplier of spark plugs offers a discount of 5% for order quantity of 3,000 nos per order, do you accept the discount offer?

Section - D (Compulsory)

9. Read the given below case and answer the questions given at the end. (10 Marks)

A company has to select one location out of five alternatives considered for a new plant. The annual operating costs and other intangible factors are given below for these five locations.

Factors	Location				
	A	B	C	D	E
(a) Economic Factors					
Labour costs	1,20,000	1,10,000	1,60,000	85,000	75,000
Transportation costs	10,000	8,000	7,000	12,000	14,000
Local taxes	17,000	20,000	25,000	19,000	17,000
Cost of power	21,000	29,000	25,000	18,000	23,000
Other costs	16,000	11,000	12,000	16,000	18,000
(b) Intangible factors					
Community attitude	Very Good	Fair	Good	Fair	Very Good
Labour availability	Good	Very Good	Fair	Outstanding	Acceptable
Quality of transportation	Fair	Acceptable	Outstanding	Acceptable	Fair
Quality of life	Acceptable	Fair	Good	Very Good	Outstanding

- On the basis of annual operating costs, which site would you choose?
- Devise a method of quantifying the intangible costs and integrate them with the costs data into the overall evaluation. Which is best now?

*Answer all the sections.**Marks are indicated against each section.***SECTION – A****Answer any 5 Each Question Carries 2 Marks****[2x5=10 marks]**

Q.1. Briefly explain any five of the Following:

- Role of Operations Management
- Routing
- Statistical Quality Control
- Method Study
- MRP
- Two – Bin system
- Value Analysis

SECTION – B**Answer any 4 questions Each Carries 5 Marks:****[5x4=20 marks]**

- Q.2. Explain the different factors affecting location decision taking an example.
- Q.3. What are the basic function of Productions, Planning and Control?
- Q.4. A warehouse process 6 products monthly. The products are A,B,C,D,E&F. Two layouts for the warehouse are being considered (X and Y). The Products, their monthly production quantities, their sequence of processing and distance between processing departments are shown in the following table. Which layout minimizes the monthly warehouse travel? Use load - distance analysis.

Product	No.of Products processed/month	Product sequences	Sequence of Distances (feet)	
			Layout X	Layout Y
A	1000	R-1-S	70	50
B	3000	R-2-S	70	50
C	2000	R-3-S	50	30
D	3000	R-4-S	50	30
E	2000	R-5-S	30	70
F	2000	R-6-S	30	70

[P.T.O.]

- Q.5. Potential locations A, B and C have the cost structures shown for producing a product expected to sell at Rs.100 per unit. Find the most economical location for an expected volume of 2,000 units/year.

Location	Fixed cost/year (Rs.)	Variable cost/Unit
A	25,000	50
B	50,000	25
C	80,000	15

- Q.6. 10 samples (each of size 100) of a component were inspected. The results of the inspection are given below:

Sample No.	1	2	3	4	5	6	7	8	9	10
No. of defectives	2	0	4	3	1	2	3	1	1	2

Draw the 'np' chart and interpret the result.

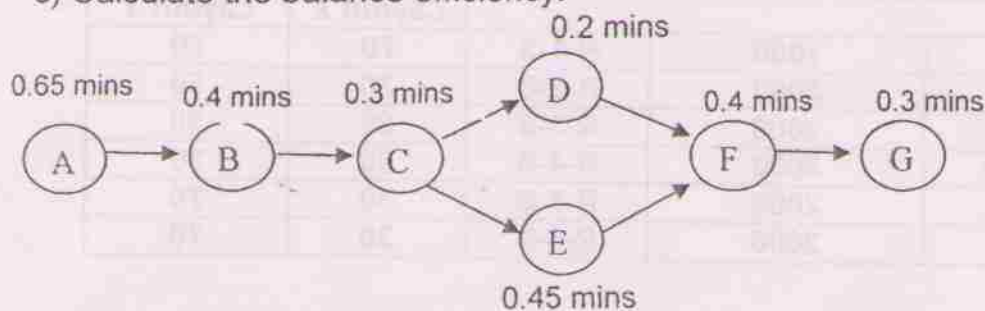
SECTION - C

Answer any one question, each carry 10 marks:

[1x10=10 marks]

- Q.7. The precedence diagram for assembly activities A to G is shown below. The element time required for the activities are shown in the diagram in minutes. The line operates for 7 hours per day and an output of 550 units per day is desired.

- Calculate the cycle time and Minimum Theoretical number of workstations.
- Group the tasks into an appropriate number of workstations.
- Calculate the balance efficiency.



- Q.8. Maiden Charm Limited Beauty Products, go through two operations, preparation and finishing at the respective two places and in that order. The operation times at these work centres are given below:

Products	Preparation (hr)	Finishing (hr)
Baby blue	1	3
Virgin White	4	2
Shy pink	5	4
Daring purple	2	5
Serious Black	3	7

How should the above items be sequenced, so that the total completion time is minimized? Also find the total idle time.

SECTION - D
(Compulsory)

[10 marks]

- Q.9. XYZ company has 8 items in its inventory. The unit price and annual consumption (units) of the same is given below. Help the stores manager in clarifying the inventory into ABC classification and explain the importance of such classification.

Item	Unit Price (Rs.)	Annual Consumption (Units)
C1	200	3000
C2	2	60000
C3	5000	20
C4	12	200
C5	9	350
C6	25	6000
C7	1000	40
C8	70	300

(Pages : 2)

6209—209 (IIS MBA CBCS)—January 2010

SECOND SEMESTER M.B.A. (C.B.C.S.) DEGREE EXAMINATION, 2010

209 : COMPANY AND BUSINESS LAW

Time : Three Hours

Maximum : 50 Marks

Note: Answer all the sections.

Section – A

1. Answer any 10 of the following. Each carries 1 mark. (10x1=10 Marks)

- Define the term “consideration”
- What do you mean by “continuing guarantee”?
- What is bailment?
- Differentiate between “condition” and “warranties”?
- Who are the parties to a bill of exchange, a promissory note and a cheque?
- What is meant by dissolution of a firm?
- State the doctrine of “Caveat Emptor” and exceptions to it.
- Define the terms “Goods”. What are different types of goods?
- Distinguish between sale and agreement to sell.
- Define the term “Minor”.
- When is a pledge created by non-owner is valid?
- Distinguish between contract of indemnity and contract of guarantee

Section – B

Answer any two of the following. Each carries 5 marks (2x5=10 Marks)

- Is registration of the partnership firms compulsory? Mention procedure for registration and consequences of non – registration of a firm?
- What is a contract of agency? Mention various modes of creation of agency.
- What is a contract of sale of goods? Distinguish between sale and agreement to sell

Section - C

Write a note on any two of the following. Each carries 2.5 marks.

(2x2.5=5 Marks)

5. Negotiable Instruments
6. Corporate Veil
7. Prospectus

Section - D

Answer any two of the following. Each carries 7.5 marks

(2x7.5=15 Marks)

8. Briefly explain the essentials of a valid contract.
9. Critically evaluate the fundamental rights given by the Indian Constitution.
10. What is Dishonor of cheque? What are the remedies for it as per the law? What are your comments on the provisions of the law?

Section - E

Solve any two of the following cases. Each carries 5 marks

(2x5=10 Marks)

11. A, B & C Company is newly constituted firm and commences business without registration. Y is indebted to the firm in the sum of Rs. 10,000 and firm files a suit against him for recovery of Rs.10,000 and immediately thereafter gets itself registered. Will the firm succeed? Explain.
12. A tells B in the course of conversation with him that he will give Rs. 10,000 to any one who marries his daughter with his consent. B marries A's daughter with A's consent.
Is he entitled to recover Rs. 10,000 from A? Explain.
13. A offered to sell his car to B for Rs. 60,000. B said I accept your offer and pays Rs. 50,000 in cash and a promissory note for the balance of Rs. 10,000.
Did a contract result? Explain.

SECTION - A

1. Explain in Brief (ANY TEN)

[10 x 1 = 10 Marks]

- a. Director Identification Number
- b. Memorandum of Association
- c. Private Limited Company
- d. State Commission
- e. Central Consumer Protection Council
- f. Electronic Governance (Under Information Technology Act)
- g. Term (period) of subsistence of copyright for Cinema or Films.
- h. Time period for supply of information (under RTI Act)
- i. Public Financial Institutions (specified under Companies Act 1956)
- j. Void and voidable contracts
- k. Caveat Emptor
- l. Negotiable Instruments Act

SECTION - B

Write Short Notes on the following (ANY FOUR)

[5 x 4 = 20 Marks]

2. The connection between a holding company and a subsidiary
3. Conditions under which a person is disqualified from being appointed as a Managing Director
4. Difference between a General Body Meeting and a Board Meeting in a Public Limited Company.
5. The rights and duties of partners under the partnership act.
6. Termination and Breach of contract

SECTION - C

Answer the following in detail with examples (ANY ONE)

[1 x 10 = 10 Marks]

7. Distinguish between a private limited company and a public limited company and explain the procedures involved getting a private limited company incorporated.
8. What is an Agreement to Sell? What are the duties and rights of Buyer and Seller? Explain with example.

[P.T.O.]

SECTION - D

9. Case Study (Compulsory)

[10 Marks]

A private Limited Company at Bangalore, which is a leading dealer for cars, had ordered 50 windshields from its principals in Delhi at a cost of Rs. 1, 80,000 along with other spares. These were to be transported by road in a truck from Delhi. As a precaution, the company had taken out a specific Insurance policy for these goods in transit and had intimated the insurance company regarding the type of goods to be transported. The insurance company had not indicated the nature of packing materials to be used. When the goods arrived and the boxes were opened, it was found that all the wind screen glasses were broken and unusable. When informed, the insurance company sent its surveyor to inspect the goods. He agreed that all the wind screens were unusable but in his report, he stated that the packaging material used was improper. The transporter had certified that there was no accident or mishap enroute but that the damage might have been caused due to jerks and jolts on account of the rough roads. However, the insurance company refused to pay the insured amount by citing the surveyors report. On the other hand, the company claimed that it had received the same type of packaging material a number of times in the past, without any damage and therefore there was nothing wrong with the packaging material used as it was according to international standards. It contended that the general manager of the company had gone to Delhi to supervise the purchase and transportation of the goods which were packed and loaded in his presence. When the goods arrived in Bangalore, he was present and he certified that there was no tampering with the boxes while enroute. The company feels that it has a good case and wants you to prepare the arguments for filing a case before the district consumer forum. Describe in detail as to how you would go about doing this assignment.

Section - A

1. Answer any 10 out of 12 sub-questions. Each carries one mark (10x1=10 Marks)

- Define small scale industry.
- Explain briefly about welfare measures for employees in an organization.
- What is the importance of training in small enterprises?
- Explain briefly the components of working capital.
- Explain briefly any two sources of finance for small enterprises.
- State and define any two types of production.
- List any four parameters for selection of location of a production plant.
- List any four problems in marketing of products of small enterprises.
- Define Consortium Marketing.
- Distinguish between village and cottage industry.
- What is the role of District Industries Centre in promotion of small enterprises?
- Is advertising necessary for small enterprises? Justify your stand.

Section-B

Answer any 4 out of 5 questions. Each carries five marks. (4x5=20 Marks)

- How is the plant layout for a food processing unit planned? Explain in detail.
- Explain how IT can be applied in small enterprises for business promotion and integration.
- What are the challenges of Human Resources Management in small enterprises?
- Explain the various features of Financial Management of small enterprises.
- Explain any four important marketing strategies / practices for success of small enterprises.

Section-C

Answer any 1 out of 2 questions. Each carries 10 marks.

(1x10=10 Marks)

7. Explain production planning, production process, production control cycle and the advantages of planning in production.
8. Explain the causes of failure of small scale industries in India? What are the remedial measures possible?

Section-D (Compulsory)**9. Case Study**

Mr. Alex wants to put up a small scale industry in a backward district in Karnataka, which qualifies for Investment Subsidy of 20% on the cost of fixed assets from the State Government. The subsidy, however, is restricted to a maximum of Rs 15 lakhs. The cost of the project involves investment of Rs. 30 lakhs towards land and building. The investment towards plant and machinery is Rs. 50 lakhs. The total working capital component is Rs. 15 lakhs. Preliminary and pre-operative expenses including that for trial production amount to Rs. 5 lakhs. Product launch expenses and test marketing would cost Rs. 5 lakhs. The Government stipulates a minimum promoter's contribution of 20% of the Cost of the Project (COP) to be eligible for investment subsidy. Banks in Karnataka finance this kind of small industry with a maximum debt equity ratio of 2:1 on the cost of the project.

Subsidy is available in the beginning at the time of implementation of the project but after the promoter brings in his share of 20% of COP. Banks consider subsidy as equity for the purposes of debt equity ratio but the deficit for meeting the total cost of the project will have to be brought in by the promoter himself independent of the debt equity ratio as the bank finance is limited to 75% of cost of fixed assets. Working capital availability is limited to Rs.10 lakhs.

Mr. Alex approaches you to advise him on the following.

- a) Estimate of the cost of the project
- b) Estimate of the means of finance.
- c) Advice about various facilities available for working capital.

(3+5+2 = 10 Marks)

(Pages : 2)

6210—210 (II S MBA CBCS) January 2010

SECOND SEMESTER M.B.A. (C.B.C.S.) DEGREE EXAMINATION, 2010

210 : SMALL ENTERPRISES MANAGEMENT

Time : Three Hours

Maximum : 50 Marks

Note: Answer all the sections.

Section – A

1. Answer any ten sub-questions. Each carries one mark.

(10x1=10 Marks)

- Define small scale industry,
- What do you mean by tiny sector?
- What do you mean by franchising?
- What do you mean by channel conflict?
- Define layout.
- What do you mean by ancillary industry?
- Mention any four export incentives available for SSIs.
- What do you mean by venture capital?
- Identify government agencies supporting SSIs in Karnataka.
- What do you mean by EDP?
- What is BIFR?
- What do you mean by TRYSEM?

Section - B

Answer any four questions. Each carries five marks.

(4x5=20 Marks)

- What do you mean by feasibility report? What are its components?
- Bring out the challenges involved in new venture development.
- Suggest the measures which can be taken to prevent sickness in SSIs.
- Explain in brief major sources of finance available to small enterprises.
- Write a brief note on the working of SIDBI.

Section – C

Answer any one question which carries ten marks.

(1x10=10 Marks)

- Draft a detailed step-wise plan for establishing Small Scale Unit.
- Explain the significance of IT in SSIs.

Turn over

Section – D**9. Read the following case study and answer the questions given below. (10 marks)**

Shruti was the only daughter of her parents. Her parents, settled in Mysore, Karnataka, for the last 2 years, ran "Shruti Darshini", a vegetarian eating joint, in front of a group of colleges. The Darshini was open from 7 a.m. to 10 a.m. and again from 12 p.m. to 5 p.m. It provided delicious, hygienically prepared vegetarian items to its clients, mostly college staff and students. Shruti also helped her parent after her law classes and took a keen interest in the business.

After graduating in law, Shruti got married to Suresh, an MBA graduate working as business executive in a local firm. Shruti's parents wanted a son-in-law who would help Shruti run "Shruti Darshini". They felt their business could really flourish if their son-in-law joined their business. Suresh also found the proposal interesting and was ready to join the business since it was doing very well. However, Suresh was quick to point out that the contemporary concept of a "Darshini" had changed. He suggested introduction of non-vegetarian items, addition of a beer bar, and keeping the cafe open from 7 a.m. to 11 p.m. Shruti's parents were not keen on the non-vegetarian items and beer bar. However, Suresh, being a professional, declared that he would carry out a market research. He would segment the market and test market the products before taking any drastic step. There was also a suggestion to invest in proper advertising.

Shruti's father, being an intelligent and enterprising businessman, exhibited clear vision. He accepted Suresh's views, in principle, but insisted that a clear plan be prepared. The plan should give the rationale behind each step, the cost and time required for implementing that step, anticipated income from the activity, and other such details before Suresh's proposals could be considered for implementation or were rejected.

Case Question

Cast yourself in the role of Suresh and prepare the plan. Make suitable assumptions wherever necessary.

SOCIAL ENTREPRENEURSHIP

Time: 90 Minutes]

[Max. Marks : 25

Section - A

Q.1 Answer any five sub-Questions of the following, carries one mark each. 5x1=5

- What is social entrepreneurship?
- What are the three Ps of the Triple Bottom Line?
- What is Social Return on Investment (SROI) and why is it a valuable tool for social ventures.
- Name 3 of the 6 practices of high impact non-profits.
- What is Corporate Social Responsibility (CSR) and provide an example.
- Considering the MOVE video, what key factor do many micro-enterprises not consider that leads to their failure and why is this key factor so important to the success of their business?
- What are the three primary components of sustainable development and why is it important that an entrepreneur consider sustainable development in building an organization?

Section-B

Answer any FOUR questions. Each carries 2.5 marks 4x2.5=10

- What is the "Bottom of the Pyramid" concept and give an example of an organization that utilizes consumers at the Bottom of the Pyramid and explain how they utilize the BOP?
- Why did Aspire fail and what important lesson can aspiring social entrepreneurs learn from their story?
- Provide an example of a social venture and explain why their approach is more effective than much traditional philanthropy.
- Name two successful social entrepreneurs and describe three key qualities that have contributed to their success. (Do not use the same example as question 3.)
- Explain some of the pros and cons of microfinance and name three Microfinance Institutions (MFI).

Section-C

Q.7 Read the following case carefully and answer the questions that follow. 10

In 1997, three visually impaired individuals came together under a united determination to aid disabled people in achieving personal independence. They believed that through access to education, accommodation, nutritious food and vocational training, disabled people could become confident, valued and contributing members of their communities.

[P.T.O.]

In 1999, Samarthanam launched their IT cell with the aim of enabling the visually impaired through technology. The program focused on JAWS, a screen reading software, as a tool to aid the disabled with their studies and assist them in gathering information. In March 2008, Samarthanam launched their Techvision initiative in Bangalore. The program takes an innovative approach in preparing people with disabilities to compete with the mainstream job market through training on computers, English communication and soft skills as well as assisting participants in identifying career paths and securing job placement.

To date, Techvision has trained more than 250 visually impaired and physically challenged people and assisted them in securing job placements in human resources, chartered accountancy, teaching, social entrepreneurship, data processing and self-employment. Based on Samarthanam's work with the disabled, they have found that a disabled person typically earns 2,000-3,000 (INR) per month without access to the tools and training Techvision provides. On average, graduates of Techvision earn a monthly salary of 6,000-8,000 (INR) with approximately 20% earning more than 10,000 (INR).

In July 2009, Samarthanam launched a branch in Dharwad and introduced their Techvision initiative to open new doors to the disabled in North Karnataka. Samarthanam plans to open a training facility that will accommodate 200 students at a time and will include 50 fully equipped computer systems and housing facilities for 100 girls and 100 boys. The facility will cost approximately Rs. 1 Crore to build. Once they have built the training facility and operations are running systematically, Samarthanam believes they can train 600 students per year at a cost of approximately Rs. 4,500 (INR) per student.

Samarthanam's experience thus far suggests that rural communities have very limited exposure to technology, are less inclined to educate disabled youth and more inclined to believe training disabled youth is a futile effort. Samarthanam must find innovative ways to reach families with disabled youth, convince them it is possible for them to have a prosperous career and equip students, who have had little to no previous computer exposure, with computer skills. They know their path will be difficult, but believe the benefits of extending their work to North Karnataka holds immense potential in making a substantial impact on how society views the disabled.

- i. What advice would you give Samarthanam to reach people in remote areas?
- ii. What steps should Samarthanam consider to create a financial model that is sustainable for their Techvision program?
- iii. As Samarthanam launches new initiatives and transplants programs from Bangalore to North Karnataka, what factors should they consider to ensure they do not grow too quickly and are keeping the overall best interests in mind?

381 – B01 – IISMBA – CBCS – M – 11

SECOND SEMESTER M.B.A. DEGREE EXAMINATION, MAY 2011
(Choice Based Credit System)

Paper – B01 : MANAGEMENT INFORMATION SYSTEM

Time : 1½ Hours]

[Max. Marks : 25

SECTION – A

Note : Answer **any five** sub-questions. **Each** sub-question carries **one** mark. (5×1=5)

1. a) Define MIS.
- b) What is Decision Making ?
- c) What is secondary data ?
- d) Mention the uses of long range plans.
- e) Define processing.
- f) What is Artificial Intelligence ?
- g) Define quality.

SECTION – B

Note : Answer **any two** questions. **Each** question carries **5** marks. (2×5=10)

2. What are the characteristics of MIS ?
3. Explain with example how MIS help change decision making scenario from uncertainty risk to certainty.
4. What benefits does database offer to the information system designer and the information user ?

SECTION – C

(1×10=10)

(Compulsory)

5. The chairman of a large business conglomerate declared in the annual general meeting that the organization has decided to use the information technology as a leverage to meet competition and achieve desired growth. In the next two years, the company would take steps to revitalize the organization through information technology implementation by way of an integrated MIS and EIS. Discuss the goal of the chairman and prepare a note for him so that the information technology would be a success.

382 – B02 – IISMBA – CBCS – M – 11

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2011

B02 : MACRO ECONOMICS FOR MANAGERS

Time : 3 Hours]

[Max. Marks : 50

Instructions: 1) Answer **all** Sections in the **same** answer book.

2) Answers should be written **continuously**.

3) Give **suitable** examples to **support** your answers.

SECTION – 'A'

1. Answer **any ten** of the following . Each carries **one** mark.

(10×1=10)

a) What is MACRO economics ?

b) Define GDP.

c) What is stagflation ?

d) Give the meaning of disguised unemployment.

e) What is multiplier ?

f) Define consumption function.

g) What is Reverse Repo ?

h) Which is the Central Bank of our country ?

i) Expand LPG.

j) What is GST ?

k) What is BOP ?

l) Define a closed economy.

SECTION – 'B'

Answer **any four** questions. Each carries **five** marks :

(4×5=20)

2. Explain the nature and scope of Macro Economics.

3. Discuss the objectives and main features of India's monetary policy.

[P.T.O.]

4. Critically examine the Union Budget for the year 2011-12.
5. What are the methods adopted for measuring India's National Income ?
6. Examine the recent trends of India's Balance of Payments.

SECTION – 'C'

Answer **any one** question from the following : (1×10=10)

7. "Indian Economy is suffering from high food inflation". Elaborate this statement and explain the measures undertaken to combat inflation.
8. Write a note on Banking sector reforms implemented in India after 1991.

SECTION – 'D'

9. **Case study (Compulsory question) :**

10

India's national income has grown at an average rate of 3.5% during first thirty years of planning. It later increased at around five per cent in 2006-07. The Government of India now anticipates a growth rate of 8.6%. Now we have started talking about inclusive growth and we aim at achieving around ten per cent growth in near future. But still 20% population lives below poverty line. Unemployment also exists. We have travelled a long way from HINDU rate of growth to inclusive growth.

Questions :

- a) What is Hindu rate of growth ?
- b) What do poverty and unemployment indicate ?
- c) What is inclusive growth ?
- d) How does industrialisation solve these problems ?

383 – B03 – IISMBA – CBCS – M – 11

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2011

B03 : QUANTITATIVE METHODS – II

Time: 3 Hours]

[Max. Marks: 50

SECTION – A

1. Answer **any 10** of the following :

(1×10=10)

- Operation Research
- Iconic Models
- Slack Variable
- Degeneracy in transportation problem
- Bayesian Approach
- Dummy Activity
- Saddle Point
- EOQ Model
- Zero sum Game
- Optimal Solution
- Pessimistic Time in PERT
- Total Float.

SECTION – B

Answer **any 4** of the following questions. **Each** carries **5** marks.

(4×5=20)

2. Discuss the characteristics of Operation Research.

3. Solve graphically the following LPP :

$$\text{Max } Z = 20x_1 + 10x_2$$

$$\text{Subjected to : } x_1 + 2x_2 \leq 40$$

$$3x_1 + x_2 \geq 30$$

$$4x_1 + 3x_2 \geq 60 \text{ and}$$

$$x_1, x_2 \geq 0.$$

[P.T.O.]

4. Five different machines can do any of the 5 required jobs with different profits resulting from each assignment as shown in the table below. Find out maximum profit possible through optimal assignment.

Job	Machine				
	A	B	C	D	E
1	30	37	40	28	40
2	40	24	27	21	36
3	40	32	33	30	35
4	25	38	40	36	36
5	29	62	41	34	39

5. Solve the transportation problem for minimization. Find initial basic feasible solution by VAM Method.

	Destination			Capacity
Source				
A	2	2	3	10
B	4	1	2	15
C	1	3	1	40
Demand		20	15	30

6. The cost of a machine is Rs. 61,000 and its scrap value is Rs. 1,000. The maintenance cost found from past experience are as follows :

Year	1	2	3	4	5	6	7	8
Maintenance Cost (Rs.)	1,000	2,500	4,000	6,000	9,000	12,000	16,000	20,000

When should the machine be replaced ?

SECTION - C

Answer any 1 out of 2 questions, carries 10 marks.

(1×10=10)

7. The following table shows the jobs of a network along with their time estimates.

Job	1 - 2	1 - 6	2 - 3	2 - 4	3 - 5	4 - 5	6 - 7	5 - 8	7 - 8
to	1	2	2	2	7	5	5	3	8
tm	7	5	14	5	10	5	8	3	17
tp	13	14	26	8	19	17	29	9	32

Draw the project network and find the probability that the project is completed in 40 days.

8. a) Solve the following game and determine the value of the game.

$$A = \begin{pmatrix} 4 & -4 \\ -4 & 4 \end{pmatrix}$$

b) The demand of an item is uniform at a rate of 25 units per month. The fixed cost is Rs. 15. The production cost is Re. 1 per item and the inventory carrying cost is Rs. 0.30 per item per month. If the shortage cost is Rs. 1.50 per item per month. Determine how often to make a production run and of what size it would be ?

SECTION - D

Answer the following, carries 10 marks :

(1×10=10)

9. A project schedule has the following characteristics :

Activity	1 - 2	1 - 3	2 - 4	3 - 4	3 - 5	4 - 9	5 - 6	5 - 7	6 - 8	7 - 8	8 - 10	9 - 10
Time in days	4	1	1	1	6	5	4	8	1	2	5	7

From the above information do the following :

- Construct network diagram.
- Determined the critical path and the total project duration.

384 – B04 – IISMBA – CBCS – M – 11

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2011

B04 : FINANCIAL MANAGEMENT (Paper – I)

Time: 3 Hours]

[Max. Marks: 50

SECTION – A

1. Answer **any 10** in **2/3** sentences and be specific : **(10×1=10)**

- Define Financial Management.
- Name 3 financial decisions the finance manger takes as a part of his/her job.
- What is meant by time value of money ?
- What is meant by float in cash/bank management ?
- Name any three inventory management techniques.
- Name any three asset based ratios.
- Draw the cash cycle.
- What is meant by merger, take over and acquisition ?
- What is meant by capital structure ?
- What are the components of WACC ?
- What is meant by stock dividend and cash dividend ?
- What is straight line and WDV method of depreciation ?

SECTION – B

Answer **any 2** of the following. **Each** carries **5** marks : **(2×5=10)**

- Briefly explain the NI approval with respect to capital structure.
- Briefly explain operating and financial leverage.
- What factors the finance manager used to consider in framing the dividend policy ?

[P.T.O.]

SECTION - C

Answer **any 4** of the following. **Each** carries **5** marks :

(4×5=20)

5. You are retained by the state company to help them to advise on the average amount of working the company should plan. The company has made available the following information to you.

Advise the company the working capital required in the first year for its working :

Particulars**Amount for the Year**

(Rs.)

- | | |
|--|----------|
| 1) Av. amount backed up for stocks : | |
| a) Finished goods | 5,000 |
| b) Stores | 8,000 |
| 2) Av. credit given | |
| a) Inland sales 6 weeks | 3,12,000 |
| b) Export sales 1.5 weeks | 78,000 |
| 3) Av. time lag in payment of wages and other payments : | |
| a) Wages 1.5 weeks | 2,60,000 |
| b) Stock and materials 6 weeks | 48,000 |
| c) Rent and Royalties 24 weeks (6 months) | 10,000 |
| d) Clerical staff 2 weeks (0.5 month) | 62,400 |
| e) Manager 2 weeks (0.5 month) | 4,800 |
| f) Misc. expenses 6 weeks (1.5 month) | 48,000 |
| 4) Payment in advance : | |
| a) Sundry expenses (paid quarterly in advance) | 8,000 |
| b) Undrawn profit on an average throughout the year | 11,000 |

6. You are to take a decision to instal a machine to meet capacity expansion pressure.

The machine is costing Rs. 50,000 investment and promises 5 years life. You will not get any salvage at the end of 5 years.

Your company follows STLM depreciation policy (this for decision making purpose is treated as allowed for tax purpose). The machine will generate the following cash flows before depreciation and tax.

Year	Cash Flow Before Depreciation and Tax (CFBT)
	Rs.
1	10,000
2	10,692
3	12,769
4	13,462
5	20,385

You are looking at

- Payback period as one option and
- NPV as the next option to take the investment decision.

Consider 10% as discount factor. Work out both the options and take the information to 'your management for taking the final decision'.

- Your company has take the decision on the following capital structure :

Particulars	Amount (Rs.)
Debt	3,00,000
Preference capital	2,00,000
Equity capital	<u>5,00,000</u>
Total	<u>10,00,000</u>

The debt has 8% cost, preference (capital) share inclusive of dividend tax has 14% cost and equity comes at 17% cost to your company.

You are thinking of using book value weights to calculate the WACC to justify if the above planned capital structure is suitable. Workout WACC and take the decision.

8. You are a corporate Vice President financier taking care of two business units namely A and B. These units present following picture –

Particulars	Unit (Rs.)	
	A	B
1) Sales price per unit	20	32
2) V. C. (per unit)	6	16
3) Fixed operating cost	80,000	40,000

Both the units (A and B) sale 5,000 items of its products per year.

Based on this information calculate DOL and submit the report to the management. Which unit (A or B) is better placed in terms of its operation.

9. Explain the different objectives of financial management you as CFO has to look at.

SECTION – D

Case study (Compulsory) :

(1×10=10)

10. You have been the CFO of your company for last 15 years. Recognising your potential you are promoted as CEO.

As a CEO how will treat financial management as a interdisciplinary are encompassing production, materials, marketing, R and D, HRD activity. Explain your approach as CEO to financial management.

385 – B05 – IISMBA – CBCS – M – 11

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2011

B05 : MARKETING RESEARCH

Time: 3 Hours]

[Max. Marks : 50

SECTION – A

1. Answer any 10 out of 12 sub-questions. Each carries one mark. (10×1=10)

- Marketing Research
- Scaling
- Benefits of conducting test marketing
- Advantages of conducting motivation research
- Market Research can help in brand positioning
- Likert scale
- Observational method
- Ratio scale
- Staple scale
- Type I error
- Qualitative research
- Factor analysis.

[P.T.O.]

SECTION - B

Answer **any 4** out of **5** questions. Each carries **5** marks : (4×5=20)

2. What are the major areas of Marketing Research ? Highlight the steps involved in the process of marketing Research.
3. Narrate the various advantages of using non parametric test. Also point out their limitation.
4. Sane biscuits in a local company manufacture and marketing biscuits in Western Maharashtra with its base at Pune. Its sells biscuits in district town I its area of operation. Recently the company has found that its sales are relatively declining in relation to market growth. The possible reasons could be price, quality, less advertising and sales promotion support, increase competitive activity and so on. Prepare a research proposal.
5. Differentiate between Primary and Secondary Data. Explain major secondary sources of data, with suitable examples.
6. What is coding ? What are the guide lines to codify the data ?

SECTION - C

Answer **any 1** out of **2** questions. It carries **10** marks. (1×10=10)

7. Pick a industry of your choice give a detailed objectives, process, the common problem, methodology and conclusion.
8. What is testing of hypothesis ? What is its significance in research ? Which statistical techniques should a research use for this purpose ?

385 – B05 – IISMBA – CBCS – M – 11

SECTION – D

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2011

9. Read the following case and answer the question given at the end. 10

Asian Petroleum (AP) a semi-government organization, is a major player in the petroleum industry for the past 5 decades, having established itself in a predominantly sellers market, due to favourable government policies. With the petroleum industry now being opened to private players, several resourceful private sector majors are readying for launch.

Traditionally, petrol and diesel have been perceived as commodities and hence the challenge before AP is to create and build a brand/s that will help differentiate AP's petrol and diesel from the competition and help sustain sales in the long term AP currently operates across India but is largely present only in the urban areas.

As the marketing consultant for AP, help

- Identify the target segments and formulate their branding strategy.
- Outline the research plan by highlighting the research design, sampling and research instruments for each component of the study.

386 – B06 – IISMBA – CBCS – M – 11

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2011

B06 : CONSUMER BEHAVIOR

Time : 3 Hours]

[Max. Marks : 50

SECTION – A

1. Define the following. Answer **any 10**. Each carries **1** mark. **(10×1=10)**
 - a) Consumer behavior
 - b) Classical conditioning
 - c) Cognitive dissonance
 - d) ABC model of attitude
 - e) Brand loyalty
 - f) Culture norms
 - g) Just noticeable difference
 - h) Stimulus generalization
 - i) Trait theory
 - j) Dogmatism
 - k) Pleasure principle
 - l) Limited problem solving.

SECTION – B

Answer **any four** questions. Each carries **5** marks. **(4×5=20)**

2. Explain the stages in the consumer buying decision process.
3. How does perception affect consumer behavior ? What is J.N.D. ? Discuss three marketing situations where it can be used.
4. Briefly discuss the behaviour intention model of attitudes. Can markets 'manage' attitudes ? Use examples to support your answer.
5. Define reference group. How does it influence in the purchase of a personal computer ?

[P.T.O.]

6. What do you understand by extensive problem solving, limited problem solving and routinised response behaviour? What kind of decision process can you expect in the following cases and why?
- Purchase of a greeting card for a close friend
 - Purchase of an after shave lotion/moisturiser.

SECTION – C

Answer **any one** question. It carries **10** marks. (1×10=10)

7. Briefly explain the following Consumer Decision Models.
- Nicosia model
 - Howard – Sheth – Model
 - EKB model.
8. The Indian PC market is increasing at rapid strides. The giants in this market are HCL, Wipro, LG, HP and IBM. The computers is no more perceived as a product needed for software engineers. It is being used even school going children, internet users, colleges, universities, engineers, doctors etc. keeping in view the attitude towards the computer, you are required to design a model to study about the consumer behaviour to know about various factors that influence consumer behaviour in India for a new brand of a computer.

SECTION – D

9. Read the following case and answer the questions given below : **10**

Mr. Deepak Biswas works in IDBI Bank as a senior manager and is currently working at Hyderabad. He is in the banking industry for last twenty years and has done exceptionally well as a banker. His wife works in a local college and both the children are in the age of 9 and 12 respectively. Mr. Biswas has purchased a farmhouse on the outskirts of Hyderabad and lives in a peaceful environment. He drives a Honda City to his office but he has a Toyota Qalis at home. On some holidays, he

will drive to nearby areas and spend quality time with family. He is not being able to give much time to the family due to preoccupations and hence his wife uses the Toyota Qualis more often than him. She takes the kids to the school and does shopping trips for the family in working days. In one of the dinner table discussions, she complained about the shimmering sound that the vehicle has started giving off late and fears it may be a serious problem, as she has to use the vehicle for dropping children to school. Mr. Biswas was worried about the problem with the car and had to cancel one of the weekend trips. The sound from the car seems to increase over the weeks as Mrs. Biswas often brings the issue to the dinner table. Mr. Biswas decided to use the car to office for a day so that he can find out the problem. On the way to office, he could find that the sound has increased and there is some bubbling with the steering. While driving back home, he stopped on the way and checked with a local garage. The boy in the garage looked novice as he was around twenty years of age and just drove the car around the garage and told that the tires need to be changed as they are very old now. He showed the wires coming out of one of the tires in the front wheel. He was not convinced with the boy's decision and thought the problem to be more than that of a tire. In one of the weekends he drove to a nearby garage and they also told that the vehicle needs tire change but, the shock absorber seems to be affected also. Mr. Biswas thought of changing the tires and repairing the shock absorbers. He was buddy to Mr. Vikram in office as they use to share lunchtime together very often. Mr. Vikram told that JK Tyres are available at a price of Rs. 550 per tire and four tires should make him to pay minimum Rs. 2,000. He also told that MRF radial tires are available in the market at a price premium of Rs. 600 per tire. He decided to visit one the tire stores in the city. Though it was a multi-brand outlet but shopkeeper was pushing him to buy Eicher tires, which were available at a price of Rs. 500 per tire. The salesman

explained him that, other than the brand name, a buyer would normally look for the rubber grip, the radial behavior, width and diameter of the tire base. The salesman also told them that he might get tubes free, if he decided to buy five tires in one go. He also went through some of the tire advertisements in newspapers to understand about tires, their features and pricing alternatives. Mr. Biswas thought of discussing with the city garage and service station before making a final decision. He expected that his total expenses for the tire change should be around Rs. 2,000. After taking the opinion of the garage mechanic and Mr. Vikram, he decided to buy five Eicher tires and repair the shock absorbers. His final bill came around Rs. 3,500 as he had to replace one of the shock absorbers and repair the rest three. While driving back home, he was feeling happy about the vehicle. The shimmering sound was gone and the vehicle was on a smooth drive. He was happy that there would not be any problem with the vehicle for the children. He was worried about the amount he spent on the car and thought he has to cancel the denting job with the vehicle for sometime now.

Questions :

- a) When did Mr. Biswas recognize the problem ?
- b) Why didn't he believe the boy in the garage ?
- c) What kind of behavioral pattern did Mr. Biswas follow in his choice about a brand of tire ?
- d) How will you classify his behavior ? Limited problem solving or extensive problem solving ? Give reasons.
- e) The case ends with a note that he was worried about his spending but happy with the work ? What should you do as a brand manager of Eicher to make Mr. Biswas feel that he has done a right decision ?

387 – B07 – IISMBA – CBCS – M – 11

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2011

B07 : MARKETING MANAGEMENT – II

Time : 3 Hours]

[Max. Marks : 50

SECTION – A

1. Answer **any 10** out of 12 sub questions. **Each** carries **one** mark. **(10×1=10)**

- What is augmented product ?
- What are unsought products ?
- What is line pruning ?
- What is Umbrella branding ?
- What is public relations ?
- What is Co-operative advertising ?
- What is surrogate advertising ?
- What is intensive distribution ?
- What do you mean by psychological pricing ?
- What is marketing mix ?
- What is QFD ?
- What is PLC ?

SECTION – B

Answer **any four** out of 5 questions. **Each** carries **five** marks. **(4×5=20)**

- What are the factors affecting pricing decision ?
- What are the factors to be considered before selecting distribution channel ?
- What are the steps involved in personal selling ?
- What are the functions of distribution channel ?
- What are the forms of direct marketing ?

[P.T.O.]

SECTION - C

Answer **any one** out of two questions carries **10** marks :

(1×10=10)

7. Explain the steps involved in new product development process.
8. What are the product life cycle strategies ?

SECTION - D

(Compulsory)

9. Case study :

10

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

An electronic gadgets manufacturing firm wanted to market in India a small, hand-held electronic instrument for measuring blood pressure at home. The price of the instrument was fixed at around Rs. 3000 a piece. Being a specialty product, it was perceived to have only a limited clientele. As the firm had no established channel of distribution, it decided to take the direct-marketing route. The product was unique in the sense that it offered the convenience of constant monitoring of blood pressure at home, in office or anywhere, without having to visit the doctor. It could save a lot of time and inconvenience, especially for busy professionals, executives, businessmen and all those who had a hectic work schedule. Since it was a relatively expensive product, senior executives, professionals and businessmen above 45 years of age, having an income of more than Rs. 15,000 per month were expected to be the prospective buyers. The firm adopted the following procedure for identifying and enlisting prospects.

In order to prepare a cold list, an advertisement of the product, along with a coupon, was released in two leading business newspapers in Bombay. Interested individuals were asked to fill up the printed coupon and send it to the firm within 10 days to get a free booklet on management of blood pressure. Personal particulars relevant to identifying the 'qualifying prospects' such as income, age, profession, residential address and details of any health-related problem were to be filled in the coupon. A majority of the people who responded were found to be suffering from blood pressure, obesity or heart-related problems. A cold list of about 5,000 individuals was generated on the basis of filled-in coupons. This list was further scrutinized and names of individuals below 40 years of age and those who did not fulfil the income criteria were dropped, as were the names of apparently non-serious respondents who might have sent the coupon more out of curiosity. The residual list of about 3,500 respondents was treated as the hot list.

Another alternative to this newspaper ad approach, as suggested by the research agency was to obtain a list of credit card holders from reputed banks such as ANZ Grindlays Bank, Citibank, Canara Bank, State Bank of India and Bank of Baroda. The firm could then have sorted out the names of card holders who were above the age of 40 and occupied senior executive positions in private or public organizations. This would have formed the cold list. Next, the firm could have sent a brochure and a personal letter to them offering to arrange a free demonstration of the product at their residences. All those who responded would have formed the hot list. However, this approach was not taken due to some logistic problems. The respondents were then clustered into different segments on the basis of their health status : those who had only mild blood pressure but no other problem; those suffering from obesity and blood pressure both; those suffering from blood pressure and some cardiac problem; those who had blood pressure and diabetes with or without some cardiac problem; and so on. This database of all the listed people with their detailed health profiles helped the firm in identifying specific needs of the respondents.

Questions :

- a) What elements of promotion mix would be more appropriate for the company to market blood pressure instruments, and why ? 5
- b) What should be the long run promotional strategy for the company ? 5

1) What is marketing mix ?

2) What is QFD ?

3) What is PLC ?

SECTION - B

Answer any four out of 5 questions. Each carries five marks.

(4×5=20)

1. What are the factors affecting pricing decision ?
2. What are the factors to be considered before selecting distribution channel ?
3. What are the steps involved in personal selling ?
4. What are the functions of distribution ?
5. What are the forms of direct marketing ?

-20-

(P.T.O.)

388 – B08 – IISMBA – CBCS – M – 11

SECOND SEMESTER M.B.A. CBCS DEGREE EXAMINATION, MAY 2011

B08 : PRODUCTION AND OPERATIONS MANAGEMENT

Time: 3 Hours]

[Max. Marks: 50

SECTION – A

1. Answer **any ten** questions :

(10×1=10)

- Control limits
- Transformation by disintegration
- Basic time
- Outline process chart
- CRAFT
- Fixed position layout
- Holding cost
- Scheduling
- FMS
- Production control
- Inventory
- CAD.

SECTION – B

Answer **any four** questions :

(4×5=20)

- Taking the example of a large scale industry you have visited, discuss the major factors that has influenced its plant location.
- Explain the principles of Motion economy.
- The following data gives the number of defectives in 10 independent samples of varying sizes from a production process.

Sample Number	Sample Size	Number of Defectives
1	2000	425
2	1500	430
3	1400	216
4	1350	341
5	1250	225
6	1760	322
7	1875	280
8	1955	306
9	3125	337
10	1575	305

Draw the control chart for fraction defectives and comment on the result.

[P.T.O.]

5. Explain the production consumption cycle with the help of a neat figure.
6. In a factory, there are 6 jobs to be performed, each of which should go through 2 machines A and B, in the order A, B. The processing timings (in hours) for the jobs are given below. You are required to determine the sequence for performing the jobs that would minimize the total elapsed time (T). What is the value of T?

Jobs	Machine A	Machine B
1	7	3
2	4	8
3	2	6
4	5	6
5	9	4
6	8	1

SECTION – C

Answer any one question :

(1×10=10)

7. a) What is a process layout ? Explain its advantages and limitations. 5
- b) A leading cement manufacturer has identified three potential locations A, B and C to locate its facility. The relevant factors, their corresponding weightings and the ratings for the potential locations with respect to each factor are given below. Higher scores indicate better performance. Determine the most preferred location. 5

Relevant Factors	Weights	Location Rating A	Location Rating B	Location Rating C
1. Availability of labour	0.10	4	6	8
2. Proximity to raw materials	0.35	5	4	4
3. Proximity to markets	0.20	2	5	2
4. Availability of water	0.10	7	2	6
5. Availability of power	0.05	5	7	4
6. Availability of transportation	0.10	8	7	3
7. Government policies	0.10	4	3	2

8. a) Explain the Flow Process Chart with a suitable example. 5
 b) An auto manufacturing company purchases 18,000 spark plugs for its annual requirements. Each spark plug costs Rs. 25. The ordering cost per order is Rs. 250 and the carrying charges are 25% per year. Calculate the EOQ. 5

SECTION - D

(Compulsory)

9. Explain in detail the ABC Inventory Control Technique.

A firm carries several inventory items. The average annual consumption and the unit price of each item is given below. Carry out the ABC inventory analysis.

Item	Annual Consumption (in Units)	Unit Price (in Rs.)
1	7,000	5.00
2	24,000	3.00
3	1,500	10.00
4	600	22.00
5	38,000	1.50
6	40,000	0.50
7	60,000	0.20
8	3,000	3.50
9	300	8.00
10	29,000	0.40
11	11,500	7.10
12	4,100	6.20

Sample Number	Sample Size	Number of Defectives
1	11,500	425
2	4,100	430
3	1400	216
4	1330	341
5	1230	225
6	1760	322
7	1875	280
8	1935	306
9	3125	337
10	1575	305

Draw the control chart for fraction defectives and comment on the result.

-23-

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2011
MANAGEMENT

B09 : Company and Business Law

Time : 3 Hours]

[Max. Marks : 50

SECTION – A

1. Answer any 10 out of 12 sub-questions, each carries one mark. (10×1=10)

- Define the term business law.
- What is legal obligation ?
- What is quasi contract ?
- A invites B to a dinner. B accepts the invitation. A made elaborate arrangement but B failed to turn up. Can A sue B for the loss he has suffered ?
- What is memorandum of association ?
- What is share capital ?
- Define a company.
- What do you understand by RTI Act ?
- What is negotiable instrument ?
- What is bill of exchange ?
- What is articles of association ?
- Define partnership.

SECTION – B

Answer any four out of 5 questions, each carries five marks. (4×5=20)

- What are the essentials of valid contract ?
- Discuss briefly the remedies for breach of contract.
- Explain the different steps to be taken to float a public limited company.
- How do you distinguish between a sale and hire purchase ?
- Explain the rights and duties of partner.

[P.T.O.]

SECTION - C

Answer **any one** out of two questions, carries **10** marks.

(1×10=10)

7. Define an unpaid seller. What are his rights under the Sale of Goods Act ?
8. Discuss the various kinds of partners in a partnership firm.

SECTION - D

(Compulsory)

9. Case study :

10

The usual power of management of a company are vested in the board of directors by the articles of association, which also include a provision that the powers shall be "Subject to such regulations not inconsistent with the articles, as may be prescribed by the company in general meeting". In exercise of their powers the directors field a suit against an employer of the company for recovery of a loan advanced to him. The general body of shareholder there upon passed an ordinary resolution to the effect that the loan should be written off in consideration of the employees's meritorious services to the company. Are the directors bound to withdraw the suit or are they at liberty to proceed with the suit ? Give reasons for your answer.

SECTION - B

Answer any four out of 5 questions, each carries five marks.

1. What are the essentials of valid contract ?
2. Discuss briefly the remedies for breach of contract.
3. Explain the different steps to be taken to float a public limited company.
4. How do you distinguish between a sale and hire purchase ?
5. Explain the rights and duties of partner.

390 – B10 – IISMBA – CBCS – M – 11

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2011

B10 : SMALL ENTERPRISE MANAGEMENT

Time : 3 Hours]

[Max. Marks : 50

SECTION – A

1. Answer **any 10** out of 12 sub-questions. Each question carries **one** mark. (10×1=10)

- Define the term micro enterprise.
- What do you mean by consortium finance ?
- What is ideal ITR ratio for small enterprise ?
- Distinguish between safety level and minimum stock level.
- Name the sector where in FNS inventory management system is suitable.
- Name the Market segmentation for pet foods in North-Karnataka.
- As a business consultant suggest the CRM software for small enterprises.
- What do you mean by staffing ?
- Define the term factory layout.
- What do you mean by plant layout ?
- What is the relevance of GIS for small enterprise ?
- What do you mean by seed capital ?

SECTION – B

Answer **any 4** out of 5 questions. Each question carries **five** marks : (4×5=20)

- What factors do you take into consideration while selecting long term source of finance for a small enterprise ? Explain.
- Explain various inventory management strategies available for small enterprises.
- Explain the factors considered by you as an entrepreneur while suitable site for your enterprise.
- Explain the role of SISI in development of SSIs in the country.
- Explain various marketing practices adopted by small enterprises in your city.

[P.T.O.]

SECTION - C

Answer **any 1** out of 2 questions. Each question carries **ten** marks. (1×10=10)

7. Explain the various source of working capital available for small enterprises. How do you select the best one ?
8. A firm has 7 different items in its inventory. The units of inventory required and their cost are given below. The firm wishes to introduce ABC Analysis system. Suggest a breakdown of the inventory into ABC classification.

Items	Qty.	Rate
1	40000	82
2	10000	251
3	5000	355
4	31000	61
5	70000	7
6	25000	5
7	90000	4

SECTION - D
(Compulsory)

9. Case study :

10

Gujarat Auto Ltd. wants to determine the magnitude of working capital. As a financial consultant determine the working capital requirements of the company.

Various elements of cost bear the following relationship to the selling price (i.e. Rs. 2000 per unit)

Materials	45%
Labour	35%
Overhead	20%

Production in 2010 is estimated to be 80000 units.

Materials are expected to remain in the stores for an average period of two month.

Each unit of production will be in process for half a month on average.

Finished goods are likely to stay in warehouse for one month on average.

40% of the sales will be on credit, customers are allowed one months credit.

Credit period allowed by suppliers is two months.

The lag in payment to labour is one month.

The lag in payment of salaries is one month and 40% of the overhead consists of salaries of non-production staff.

Allow 25% to your computed figure for contingencies.

511 – IISENG – CBCS – OE – M – 11

SECOND SEMESTER M.A. (CBCS) DEGREE EXAMINATION, JUNE 2011

ENGLISH

Paper – 2.5 : English Language Part – II OEC

Time : 3 Hours]

[Max. Marks : 75

Instruction: Answer all the questions.

1. Change the following sentences into indirect speech. (5×2=10)
 - i) Mohan says, "I am ill".
 - ii) He said, "Mother, I am very hungry".
 - iii) He said, "Honesty is the best policy".
 - iv) She said to me, "When are you going ?"
 - v) He said to me, "Let me go".
2. Change the following into direct speech. (5×2=10)
 - i) The teacher said that Veena might answer this question.
 - ii) He wished me that I may live long.
 - iii) He enquired of me how much money I had.
 - iv) The teacher said that man is mortal.
 - v) He says that he is reading a novel.
3. Change the following into active voice. (4×2=8)
 - i) Flowers will have been plucked by her.
 - ii) Some books could be bought by him.
 - iii) You are advised to write legibly.
 - iv) Can the reason be explained by you ?
4. Change the following sentences into passive voice. (4×2=8)
 - i) Where did you find this book ?
 - ii) I cannot please you.
 - iii) Seven days make a week.
 - iv) Give the order for these books.

[P.T.O.

5. Change the following sentences as directed.

(12×2=24)

i) In spite of his running fast he could not catch the train.

(Simple to compound)

ii) Having finished his work he went home.

(Simple to compound)

iii) The signal was given and the train moved.

(Compound to simple)

iv) He worked hard but he failed.

(Compound to simple)

v) They uncovered a statue of black marble.

(Simple to complex)

vi) The weak deserve help.

(Simple to complex)

vii) We should eat so that we may live.

(Complex to simple)

viii) I do not know where he resides.

(Complex to simple)

ix) You will win the case and I am sure of it.

(Compound to complex)

x) Take medicines or you will fall ill again.

(Compound to complex)

xi) I shall do it if you do not do it.

(Complex to compound)

xii) As he was not there I spoke to his father.

(Complex to compound)

SECOND SEMESTER M.A. (CBCS) DEGREE EXAMINATION, JUNE 2011

6. Change the following as directed. (6×2=12)

i) I was offended by his behaviour.

(Affirmative to negative)

ii) The judge did not accept his plea.

(Negative to affirmative)

iii) Character is more important than beauty.

(Assertive into interrogative)

iv) Who wishes to die ?

(Interrogative to assertive)

v) Alas ! The woman with the child is dead.

(Exclamatory to assertive)

vi) Female infanticide is a very cruel act.

(Assertive to exclamatory).

7. Insert articles where necessary. (3×1=3)

i) He is MA in history.

ii) She is married to European.

iii) I have read book you are talking of.

8. Change the following into active voice. (4×2=8)

i) Flowers will have been plucked by her.

ii) Some books could be bought by him.

iii) You are advised to write legibly.

iv) Can the reason be explained by you?

9. Change the following sentences into passive voice. (4×2=8)

i) Where did you find this book ?

ii) I cannot please you.

iii) Seven days make a week.

iv) Give the order for these books.



DVHIMSR

LIBRARY

**2nd Semester
Question Papers
June 2012**

Batch – 2011-13



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B01 : QUANTITATIVE METHODS – II (New)

Time : 1½ Hours]

[Max. Marks : 25

SECTION – A

1. Answer **any 05** sub-questions out of the following **6**. Each sub-question carries **one** mark. (5×1=5)
- List down any three models in operation research.
 - What is non-negativity restriction ?
 - What is an optimum solution ?
 - What is an unbounded solution ?
 - What are the two important properties of Hungarian method for solving assignment problem ?
 - What is a balanced transformation problem ?

SECTION – B

Answer **any 2** questions out of the following **3**. Each question carries **05** marks. (2×5=10)

- Explain transformation problem and show that it can be considered as an LPP.
- Discuss the significance and scope of operations research in modern management.
- The standard weight of a special brick is 5 kg, it contains two basic mix B_1 and B_2 . B_1 costs Rs. 5 per kg and B_2 costs Rs. 8 per kg. The brick should contain not more than 4 kg of B_1 and minimum of 2kg of B_2 . Since the demand for the product mix is likely to be related to the price of the brick, find out the minimum cost of the brick satisfying the above condition, use simplex method.

[P.T.O.]



SECTION – C

(Compulsory)

5. Case study :

10

Three plants A, B and C produce 100, 120 and 120 tonnes of steel respectively. Steel is to be distributed to 5 warehouses W_1 , W_2 , W_3 , W_4 and W_5 . Each must receive a fixed quota of 40, 50, 70, 90 and 90 tonnes respectively. Use NWCR to calculate the transportation cost.

Warehouse →	W_1	W_2	W_3	W_4	W_5
Plant ↓ A	4	1	2	6	9
B	6	4	3	5	7
C	5	2	6	4	8



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B02 : FINANCIAL MANAGEMENT (New)

Time : 1½ Hours]

[Max. Marks : 25

Instruction : Write only relevant theory for theory questions.

SECTION – A

1. Answer **any 5** sub-questions. **Each** sub-question carries **one** mark. **(5×1=5)**
- What is Financial Management ?
 - What do you mean by Cost of Capital ? And WACC ?
 - State any two importance of "Optimum Capital Structure" decision.
 - What is meant by Wealth Maximisation ?
 - Define operating and financial leverage.
 - What are the mutually exclusive projects ?

SECTION – B

Answer **any 2** questions. **Each** question carries **5** marks. **(2×5=10)**

- What is an indifference point in the EBIT-EPS analysis ? How would you compute it ?
- Explain the various kinds of working capital.
 - Explain the various methods of evaluation of capital expenditure projects.
- KIMS Ltd. is proposed to start a business requiring a capital of Rs.10,00,000 and an assured return of 15% on investments. Calculate EPS if :
 - The entire capital is raised by means of Rs.100 equity shares, and
 - 50% is raised from equity shares and 50% capital is raised by means of 10% Debentures.
 - Tax rate is 50%.

Also calculate financial leverage and comment upon the situation.



SECTION – C

(Compulsory)

5. IIMA Ltd. has the following capital structure :

10

Equity Share Capital (2,00,000 shares of Rs. 20 each)	Rs. 40,00,000
---	---------------

6% Preference shares capital	Rs. 10,00,000
------------------------------	---------------

8% Debentures	Rs. 30,00,000
---------------	---------------

The market price of equity share is Rs. 20 per share. The company is expected to pay dividend of Rs. 2 per share, which will grow at 7%.

- Calculate WACC assuming that the company is under 50% tax bracket.
- Also calculate the new WACC, if the company raises an additional Rs. 20,00,000 debt by issuing 10% debentures. This would result in increase in the expected dividend to Rs.3 per share and leave the growth rate unchanged, but the market price of the share will comes down to Rs.15 per share.

1181 – B03 – IISMBA(N) – CBCS – J – 12



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B03 : MARKETING RESEARCH (New)

Time: 3 Hours]

[Max. Marks: 50

SECTION – A

1. Answer **any 10** sub-questions out of **12**. **Each** sub-question carries **1** mark. **(10×1=10)**

- a) What are the criteria for good research ?
- b) What is Research Problem ?
- c) Define the term Interview.
- d) Define sampling.
- e) What is focus group interview ?
- f) Give two advantages of using non-parametric tests.
- g) Distinguish between a questionnaire and a schedule.
- h) What is meant by coding ?
- i) What is Chi-square test ?
- j) What is experimental method ?
- k) What is meant by ANOVA ?
- l) What do you understand by the term 'Research Gap' ?

SECTION – B

Answer **any 4** questions out of **5**. **Each** sub-question carries **5** marks. **(4×5=20)**

- 2. What do you mean by research ? Explain its significance in modern times.
- 3. Describe the steps in formulating a research problem.
- 4. Discuss interview as a technique of data collection.
- 5. State the reasons why sampling is used in the context of research studies.
- 6. Enumerate the steps involved in Thurstone's centroid method of factor analysis.

[P.T.O.]



SECTION – C

Answer **any 1** question out of **2**. Each sub-question carries **10** marks.

(1×10=10)

7. Elaborate different aspects of Marketing Research Process.
8. How are computers used as a tool in research ? Explain in brief giving example.

SECTION – D

9. **Compulsory.**

(1×10=10)

The manufacture of a leading brand of electronics proposes to introduce LCD screen televisions. The General Manager of the firm is of the view that the advertisements for this product should target the housewives. The marketing manager, on the other hand, holds that the promotional strategy would be aimed at the children in the age group of ten to twelve. Suggest a research which would enable the manufacturer to formulate a suitable promotional strategy.

1182 – B04 – IISMBA (N) – CBCS – J – 12



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B04 : PRODUCTION AND OPERATIONS MANAGEMENT (New)

Time : 1½ Hours]

[Max. Marks : 25

Instruction : Answer all the sections.

SECTION – A

1. Answer any 5 out of 6 terms. Each carry 1 mark :

(5×1=5)

Define the following :

- a) Plant location
- b) Scheduling
- c) Routing
- d) Batch production
- e) Operations management
- f) CAM.

SECTION – B

Answer any 2 out of 3. Each carries 5 marks.

(2×5=10)

- 2. Briefly explain principles of plant layout.
- 3. What are the basic functions of production, planning and control ?
- 4. Revon systems estimates a sales of 12500 units of its products for the coming year. The ordering cost is Rs. 100 per order and carrying cost per unit is 20% of the purchase price per unit. The purchase price is Rs. 100/- per unit. Calculate
 - i) EOQ
 - ii) Number of orders per year.
 - iii) Time between successive orders and discuss the results as conclusion.



SECTION – C

(Compulsory)

10

5. Avon beauty products, have two operations, manufacturing and finishing at the respective two places and in that order. The operation times at these work centers are given below :

Products	Manufacturing (Hr.)	Finishing (Hr.)
Baby pink	1	3
Virgin white	4	2
Serious black	5	4
Novel blue	2	5
Hot Red	3	7

How should the above items be sequenced, so that the total completion time is minimized ? Also find total idle time.

SECTION – B

1183 – B05 – IISMBA (N) – CBCS – J – 12



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012

B05 : ORGANIZATIONAL BEHAVIOUR (New)

Time : 3 Hours]

[Max. Marks : 50

Instructions: Answer *all* questions. Let the answer be **clear** and **precise**.
Quote examples to illustrate your answers.

SECTION – A

1. Write a **few** lines on **any 10** of the following. **Each** carries **one** mark. **(1×10=10)**
- Organization behaviour
 - Organization culture
 - Organization conflict
 - Organization communication
 - Organization leadership
 - Group cohesiveness
 - Personality
 - Synergy in team work
 - Personality development
 - Perception
 - Cognition
 - Frustration.

SECTION – B

Answer **any four** questions. **Each** carries **5** marks.

(4×5=20)

- What are the problems faced by managers in today's organizations ? Discuss with examples.
- What role does leadership play in influencing the behaviour of the organization ? Discuss.



4. How does a team differ from a group ? What are the preconditions for developing a team ?
5. What is the role of innovation and creativity in developing effective organizations ? Discuss with examples.
6. What do you mean by diversity in organizations ? What kind of challenges are posed by diversity in the organizations ? Discuss.

SECTION – C

Answer **any one** question, which carries **10** marks.

(1×10=10)

7. Asked to build an entirely new organisation. Discuss how would you go about building the 'organisation culture' ?
8. Discuss the theories of personality with suitable examples.

SECTION – D (Compulsory)

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

10

Vice-chancellor of a leading University in South India, which has been recognised as University with potential for excellence, has been thinking of using this opportunity to transform the University into an effective organization with ability to excel on its own as well as compete with private universities as well as deemed Universities.

- i) What kind of challenges are being faced by the Vice-Chancellor ?
- ii) How he should go about facing the challenges ?

1184 – B06 – IISMBA(N) – CBCS – J – 12



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012 B06 : MACRO ECONOMICS FOR MANAGERS (New)

Time: 1 ½ Hours]

[Max. Marks: 25

SECTION – A

1. Answer **any 5** of the following in **2/3** sentences : (5×1=5)
- a) Write 2 differences between GDP and GNP.
 - b) What is meant by FRBM Act ?
 - c) Write two objectives of fiscal policy.
 - d) Write different types of unemployment.
 - e) What are the four sectors of the economy ?
 - f) What is the duration of EXIM policy ?

SECTION – B

Answer **any two** of the following. **Each** carry **5** marks. (2×5=10)

- 2. Explain with flow diagram the four sector model of economy and draw the connect between each sector.
- 3. How does multiplier and accelerator work as complementary to each other ?
- 4. Trace the banking sector reforms brought out since 1990-91 in the Indian banking sector.

SECTION – C

Compulsory

(1×10=10)

5. The union budget assumes

Significance for economic development examine the union budget-12 and offer your comments as how this budget supports economic development. Discuss with reasoning.



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B08 – MANAGEMENT INFORMATION SYSTEMS (NEW)

Time : 1½ Hours]

[Max. Marks : 25

Instruction : Answer should be with appropriate examples.

SECTION – A

1. Answer **any 5** of the subquestions. **Each** subquestion carries **one** mark. (5×1=5)
- a) What is Data flow diagram ?
 - b) What are E-R diagrams ?
 - c) What are E-Business Enterprises ?
 - d) Define value of information.
 - e) Define Artificial Intelligence.
 - f) What are the methods for deciding decision alternatives ?

SECTION – B

- Answer **any 2** questions. **Each** question carries **5** marks. (2×5=10)
- 2. Explain the decision making process with the help of Herbert Simon Model.
 - 3. Explain the models available for system development.
 - 4. Explain the management of information quality in MIS.

SECTION – C
(Compulsory)

5. Draw a data flow diagram to develop a Fixed Deposit System in a bank. 10

1186 – B09 – IISMBA (N) – CBCS – J – 12



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012

B09 : TOTAL QUALITY MANAGEMENT (New)

Time : 3 Hours]

[Max. Marks : 50

Instruction : Answer **all** the Section.

SECTION – A

1. Briefly explain **any 10** terms out of the following **12** terms. **Each** carries **1** mark. **(10×1=10)**
 - a) Zero defects and its significant
 - b) Kaizen
 - c) ISO
 - d) Main aspects of quality system audit planning
 - e) Difference between award and certification
 - f) Quality control
 - g) Quality assurance
 - h) Bench making
 - i) TQM
 - j) QFD
 - k) Value analysis
 - l) House of quality.

SECTION – B

Answer **any 4** out of **5** (with example). **Each** question carries **5** marks. **(5×4=20)**

2. How can strategic quality goals be deployed at various level of organization ?
3. What is "cross functional management" and why it is important ? What problems it capable of resolving ?
4. How does the ISO 9001 system ensure the clarity of customer requirements ?
5. Discuss the five steps in implementing a safety programme.
6. Explain the different types of bench marking in the context of quality.



SECTION – C

Answer **any 1** question out of 2. The question carries **10** marks.

(1×10=10)

7. a) Explain the 5-S technique with an example.
b) Explain the different costs of quality.
8. a) Explain the construction of Pareto chart with an example.
b) What is feedback system ? How it is useful ? Give example.

SECTION – D

(Compulsory)

10

9. Mr. Anil, the manager of ABSCO company which is into retailing is interested in improving quality of service at his premise. He consulted a consultant in quality area. The consultant ask Mr. Anil.
 - a) Identify, what you feel your major processes area ?
 - b) Determine how you are going to measure your customers ?
 - c) Try to develop a new system to improve the process.

If you were the quality consultant, how you would have convinced Mr. Anil about quality circles and how you would implement quality circles in his organization. How you would have verified that customers are satisfied ?



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B10 : SMALL ENTERPRISE MANAGEMENT (New)

Time: 1.30 Hours]

[Max. Marks: 25

SECTION – A

1. Answer **any five** sub-questions out of 6. **Each** sub-question carries 1 mark. (5×1=5)
- a) What is business opportunity ?
 - b) What is Seed Capital ?
 - c) What are the stages in a Project Lifecycle ?
 - d) What is an 'Industrial Policy' ?
 - e) Intermediaries in marketing of products of small enterprises are essential. Give reason.
 - f) What do you mean by Sick Industrial Unit ?

SECTION – B

Answer **any two** questions out of the following. **Each** carries 5 marks. (2×5=10)

- 2. What are the sources of short term finance available to a small entrepreneur ? Critically evaluate the role of SIDBI in respect of long term financing needs of small entrepreneurs.
- 3. What are the quality control mechanisms usually utilised by small enterprises ? If you were an entrepreneur having an ancillary unit supplying auto parts to a large automobile manufacturer, what quality control measures would you select and why ?
- 4. Amit Mitra is an entrepreneur, who is entering the stabilization phase after setting up his small-scale business of promoting software to institutions. What are the challenges that he is likely to face in this phase ? What are the strategies that you would suggest to help him overcome these challenges ?



SECTION – C

(Compulsory)

5. Read the case carefully and answer the questions at the end :

10

Bababazar.Com

Baba Bazaar is the first Indian E-commerce site offering the convenience to order fresh vegetables and other related food products of various companies including Nestles and Dabur, over the net. This concept has been tried successfully in Australia and the US. Currently, Baba Bazaar is catering only selected areas in Chandigarh, Delhi, New Delhi, Noida, and parts of Gurgaon. They have plans to extend operations to other major cities for nation-wide operations.

Baba Bazaar launched its web site storefront in early 1998. The initial response was mixed. However, their promotional strategy has facilitated building an extensive customer base. At present Baba Bazaar has customer base of more than two thousand. This base is growing steadily. They are adding to their base, eight to ten new customers every day.

Baba Bazaar started with the sale of vegetables as they felt that being a very basic commodity, the market potential was unlimited. From vegetables, they moved on to other food products to become a one-stop shop for foodstuffs. As the volume of business grows, they plan to go in for backward integration and start sourcing the vegetables from the farmers. This will ensure that consumers get better and more fresh vegetables and food products.

Baba Bazaar had devised an inexpensive but engaging procedure of securing the transactions and building "relationship". To become a preferred Baba Bazaar shopper the customer has to fill up a simple registration form online. The details furnished in this form are verified telephonically by the staff of Baba Bazaar. Once verification the shopper (customer) is issued a shopper access password, which is required to be used at the time of ordering goods on the site. This password is sent to the shopper by courier to ensure security along with the "User's Manual". This manual introduces Baba Bazaar to the shoppers and guides them through it. This has enabled them to initiate a "relationship" building process before the shopper places the first order. It has also allowed them "to build trust" and give shopper a positive impression of the business-essential ingredients for the development and growth of their "online business".

The shoppers are required to make payment on deliver and have been given the following options :

- Cash on deliver
- Post-dated cheques for up one week from the time of the delivery.
- At the tie of the next delivery.

This procedure has been designed for the following reasons :

- In India customers do not entertain payment before receiving the goods and or services.
- High processing cost of credit cards transactions, which according to them is about 4.5% of the total transaction cost. This would increase the cost of goods.
- Low penetration of credit cards; and
- Absence of secure payment gateways.

The procedure has enabled them to ensure the prices of goods are competitive, build an shoppers personalized service.

The owners of Baba Bazaar developed the web storefront in-house because available software was unable to provide a seamless integration of their operations. This has also enabled them to incorporate shoppers suggestion and update the website on an ongoing basis. Website is simple, product display assists shoppers in making their shopping decisions, easy to navigate, the order form is simple to complete and an order can be placed with few clicks of the mouse. What started off as a basic E-com website grew to be a consumer-centric website within a short period. This is primarily due to the overwhelming response to the site, and the felt-need to grow by ensuring fulfillment of the customer's expectations. This strategy has also ensured steady growth in business.

Baba Bazaar is currently patronized by the yuppie, rushed for time working wives, who would be able to get to their nearest vegetable grocer, place an order and have it waiting on their doorstep, when they reach home, all by the click of a mouse from their work desk. Well, it is a matter of time when ordinary housewives may also begin using this website.

Question:

- a) Analyse the case in the light of SWOT analysis.



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B11 : INDUSTRIAL MARKETING (New)

[Time: 3 Hours]

[Max. Marks : 50]

- Instructions :** i) *All Sections are compulsory.*
ii) *Read instructions given at each Section.*
iii) *Relevant illustrations must be given wherever required.*

SECTION – A

1. Answer **any 10** sub-questions out of following **12**. Each sub-question carries **1** marks. (10×1=10)
- a) Define Industrial Marketing.
 - b) What do you mean by derived demand ?
 - c) What do you mean by 'Gate keepers' ?
 - d) What do you mean by OEM's ?
 - e) What is reverse bidding ?
 - f) What is backward integration ?
 - g) What is modified rebuy ?
 - h) What do you mean by capital goods.
 - i) What is leasing ?
 - j) What is price elasticity of demand ?
 - k) What is prospecting ?
 - l) What do you mean by business supplies ?

SECTION – B

Answer **any 4** questions out of the following **5**. Each carries **5** marks. (4×5=20)

- 2. Business marketing Vs consumer marketing.
- 3. Differentiate the purchasing practices in private commercial enterprises as compared to Government enterprises.

[P.T.O.]



4. What is a buying centre ? Discuss its significance.
5. Briefly explain the Sheth Model of industrial buyer behaviour.
6. Explain the meaning of reciprocity and dealing with customers in industrial marketing.

SECTION – C

Answer **any one** question out of the following 2. It carries **10** marks : **(1×10=10)**

7. Give a detailed classification of Industrial products and services.
8. Discuss the distinctive characteristics of Industrial sales person. Add a note on selling process.

SECTION – D

(Compulsory)

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

Saragam Aluminium Limited

Case

Mr. Krishna Kumar, Vice-President, Marketing, of Saragam Aluminium Limited was considering the type of pricing strategy and policy that would be effective for the new aluminium extruded products that were to be launched in the Indian market in December 1991.

The company

Saragam Aluminium Limited (SAL) had invested Rs.10 crore (Rs.100 million) for manufacturing and marketing of aluminium extruded products. The factory was located at Hosur in Tamil Nadu, and the marketing Head-Office was located 38 km away from factory at Bangalore. The Managing Director (MD) of the company had visited various countries in the early 1990s for selection of the extrusion press and its accessories, which were critical equipment for the manufacture of aluminium



extrusions. The order was finally placed with a French supplier for the supply and installation of the press and accessories at a cost of Rs. four crore. The MD had earlier recruited the works manager, design engineer, materials executive, financial controller, and personnel manager-all of whom were reporting to the MD directly. In August 1991, Mr. Krishna Kumar, Vice-President (Marketing) was recruited, reporting directly to the MD.

Market survey

Mr. Krishna Kumar felt it necessary to carry out a market survey to understand consumer buying behavior, market potential and competitors' analysis to make more effective marketing decisions: Aluminium extrusion was a new industry for Mr. Krishna Kumar, who was basically an electrical engineer and a management graduate with 15 years of experience in electrical, air-conditioning and refrigeration industries. He decided to carry out the market survey in southern and western regions of India, where he decided to focus the company's marketing efforts initially. The two marketing executives, who were recruited by the company, were involved in carrying out the field work of data collection, under the guidance of Mr. Krishna Kumar. The major findings of the market survey, carried out in-house are outlined below :

Customer and Demand Analysis

The Customer (Market) segments, who require aluminium extruded products, were household consumers commercial enterprises, government organizations, and institutional customers.

Industrial buyers considered aluminium extrusion products as "capital items", where they were used as door, window, and partition frames. However, extrusions were also used as "component parts" in the manufacture of electrical control panels, water purification equipment, computers and electronic equipments (as heat sinks). The household consumers, who used aluminium extruded products mainly for



window and door frames, were extremely price-sensitive. Aluminium frames for doors and windows, although costlier compared to wooden and steel frames, were more elegant looking, rust-free, but less strong than steel. The industrial customers like commercial enterprises and institutional customers were less sensitive to prices. However, government organisations had a policy of purchasing from the lowest priced suppliers. The market potential of various market segments as a percentage of total market demand is shown in Exhibit I.

Exhibit I : Market Segments, Market Potential and Price Sensitiveness For Aluminium extruded products in Southern and Western Regions.

Market Segments	Market Potential (%)	Price Sensitiveness
Household consumers	50	High
Commercial enterprises	20	Medium
Institutions	10	Medium
Government organizations	15	High
Cooperative societies	05	Medium

Competitive Analysis

There were seven players, manufacturing and marketing aluminium extrusions in India. None of them was an MNC, but the market leader was Jindal Aluminium, with its manufacturing unit located at Bangalore. Jindal Aluminium was a national player serving all the markets in India. Other large scale national players were primary aluminium manufacturers of ingots and billets, like Hindustan Aluminium Ltd. (Hindalco), National Aluminium Company (NALCO), and Bharat Aluminium Company (BALCO), who also manufactured small quantities of aluminium extruded products. However, their major concentration was on primary products like ingots and billets. The secondary manufacturers (i.e. manufacturers of secondary products like aluminium extrusions) were four, out of which only Jindal Aluminium was a national player and others were local players.

The findings of the market survey indicated that based on consumers' perceptions, Jindal Aluminium ranked first in product quality, followed by Hindalco and Nalco. On delivery/availability, the rankings were as shown in Exhibit 2. However, there was a difference in the pricing, based on total cost of various suppliers.

Exhibit : II Competitive Analysis

Competitors	Primary/Secondary Manufacturer	Quality Ranking	Delivery/Availability Ranking	Relative Price Comparison
1. Jindal Aluminium	Secondary	1	1	110
2. Hindalco	Primary	2	5	105
3. Nalco	Primary	3	6	105
4. Balco	Primary	4	7	105
5. Man. Aluminium	Secondary	4	2	107
6. Bangla Aluminium	Secondary	5	4	107
7. MP Aluminium	Secondary	5	3	107

The secondary manufacturers focused more on household consumers with thinner (less thickness of 0.8, 0.9 and 1mm) aluminium sections, which were purchased on weight basis of As 80,000/- per ton by the dealers, but sold on rupees per meter basis. Industrial buyers preferred thicker aluminium sections as these were considered as stronger and superior in quality. Primary manufacturers mainly concentrated their marketing efforts with commercial enterprises, and government organisations.

However, the company's France made extrusions could not produce thinner sizes below 1.2mm thickness.



Cost analysis

The basic problem of all the secondary manufacturers was higher cost of aluminium billets (Le. small aluminium bars as basic material used for extrusion), which was purchased from the primary manufacturers, who were also their competitors. The minimum difference in the cost of aluminium billet between primary and secondary manufacturers was six to seven percent (Le. four per cent CST + two to three per cent transportation and handling costs).

The fixed costs (overheads) of primary manufacturers were considered to be higher than secondary manufacturers, and hence, the difference in prices, as shown in Exhibit 2, was much less as compared to the difference in the cost of aluminium billets. The information on other costs like marketing, direct labour, factory supplies, etc. of various extrusion manufacturers was not available.

Pricing objectives

Saragam Aluminium pricing objectives were derived from the corporate and marketing objectives, which included (a) achieving long-term profits and (b) maximising sales volume and market share respectively. The pricing objective as stated by Mr. Krishna Kumar, was to achieve market penetration through low initial price strategy. He justified a low initial pricing strategy to the management by pointing out market survey findings and these included :

- i) various market (customer) segments were medium to high levels of price sensitive
- ii) competition was severe from primary and secondary manufacturers ; and
- iii) as the production and sales volume increase, the unit cost will come down leading to achievement of long-term corporate and marketing objectives.

On receiving the recommendation from Mr. Krishna Kumar, the managing director called a meeting of key executives like works manager and financial controller to decide on the pricing strategy. In the meeting, the financial controller argued in favour of "skimming strategy" through high initial price, which would give advantage of recovering the investment sooner by generating larger profits. The works manager



said that the workers and production supervisors were new to the extrusion technology and the concept of experience (or learning) curve will be applicable, in terms of decline in cost per unit, after accumulated experience of production over a period of six to 12 months.

The finance manager pointed out that the break-even volume was estimated at 350 tons of production and sales per month, and wanted to know when would it be achieved. The managing director intervened to observe that all these points were important, but it was necessary to take a decision on the company's pricing strategy and policy immediately to enable Mr. Krishna Kumar to plan marketing efforts.

Questions :

- a) Which market segments should be targeted by the company ? What should be the target Market strategy ?
- b) What should be the pricing strategy and policy of the company ? (5+5=10)



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B12 : CONSUMER BEHAVIOR (New)

Time : 3 Hours]

[Max. Marks : 50

Instructions : 1) *Concepts-based* questions should be answered **accurately**.
2) *Application-based* questions should be answered by **quoting suitable examples**.

SECTION – A

1. Answer **any 10** sub-questions out of the following 12 questions. **Each** sub-question carries **one** mark.

- a) What is consumer attitude ?
- b) What is cross cultural marketing ?
- c) What do you mean by selective attention ?
- d) What role reference groups play in consumer decision-making ?
- e) What is the meaning of eliciting stimulus ?
- f) What is consumer innovativeness ?
- g) Write a short note on "Just Noticeable Difference".
- h) Name the theory introduced by Francesco.
- i) According to you why marketer should understand the consumer behavior ?
- j) Define consumer.
- k) What is law of proximity ?
- l) What do you mean by psychological risk ? (1×10=10)

SECTION – B

Answer **any 4** questions out of 5. **Each** question carries **five** marks.

2. How do zipping and zapping affect consumers' exposure to stimuli such as product or ads ?
3. How expectancy-value model helps in attitude formation of a consumer ?
4. Explain Ivan Pavlov's experiment with classical conditioning.
5. Neatly draw the Nicosin model and explain the components in brief.
6. List down the factors involved in attitude formation and explain them briefly. (5×4=20)



SECTION - C

Answer any 1 question out of the 2. It carries 10 marks.

7. Which stage in the family life cycle would constitute the most attractive segment for the following products and services ? Give reasons for your answer.
- a) Home theatre system
 - b) Package tours
 - c) Fitness centres and
 - d) Passenger car.
8. How as a marketer of home appliances, would you use the knowledge of post-purchase evaluation by consumer, to ensure that your consumers do not experience any dissonance ? Describe the response strategies you will follow. (1×10=10)

SECTION - D

9. Read the case 'The Kellogg Challenge' given below and answer the questions given at the end. (3+3+4=10)

The Kellogg Challenge

Kellogg Company has distribution in over 150 countries and yet is still unknown to one-third of the world's population. According to its CEO, 'the company plans to change all that' Kellogg has built a company called cereal plant in Latvia and has sales in Poland and Hungary. It has also constructed a cereal plant in India and also has entered the Chinese market. Entries to these two countries have helped to enhance the non US. Sales which in 2001 were 62% of total volume and 49% of total revenue. However, the company is aware that international expansion and the development of global Brands for its products will not be easy.

To work towards its global aspirations the company has recognized itself into four divisions: North America, Latin America, Europe and Australia. According to the CEO: "The way we used to be organized, we were a US based multinational company with a big domestic business and, by the way, some international business. That was the way we were thinking; that was the way the organization was structured".

Today, if you talk to customers in the UK, Canada, or Australia, they'd think of Kellogg as being based in the UK or Canada or Australia. We are global in organizational structure and business, but also multi domestic.

We now have a number of truly global brands (Frosted Flakes and Corn Flakes, with Froot Loops and Rice Krispies close behind and Frosted Mini Wheats and Honey Nut loops moving rapidly). There used to be slight variations in our food around the world but now will recognize the products wherever you go".

Advertising for frosted flakes is now global and that for other Brands may follow. Expanding into many markets will involve more than trying to gain share from the other cereal marketers. It will require altering long held traditions.:

"In Asia for example, consumers are used to eating something warm, soft and savoury for breakfast and we are going to sell them something that is cold, crisp and sweet or bran tasting. That's quite a difference."

The challenge is made greater by the existence of local competitors and traditional breakfast – food suppliers in countries like China and India. Competition is strong even in these countries where consumption is low. For example, in India, with consumption at 10 bowls per year per person compared to ten pounds in the US, there are more than 50 direct and indirect competitors from packaged food manufacturers, to a whole lot of traditional breakfast meals in both organized and unorganized sector.

Questions :

- a) What are the needs and values involved in the consumption of a product such as breakfast cereal ?
- b) What consumer behavior variables would support and what would harm the chances of Kellogg succeeding with cold cereal in India ?
- c) Suggest an appropriate promotional strategy for Kellogg's cornflakes, looking at the perception related barriers people may have against this form of breakfast.



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B13 : DISTRIBUTION AND LOGISTICS MANAGEMENT (New)

Time : 3 Hours]

[Max. Marks : 50

- Instructions:** 1) Answers should be to the point and **focused**.
2) Quote **suitable** examples whenever necessary to **justify** your views.

SECTION – A

1. Answer **any 10** sub-questions out of the following **12** questions. **Each** sub-question carries **1** mark.

- What do you mean by a logistics channel ?
- What is intrastate commerce ?
- What is an All Cargo Carrier ?
- How the Bar Code Scanner Works ?
- Expand ASRS.
- What are AGVS in material handling system ?
- Define collaborative logistics.
- What is in-bound logistics ?
- What do you mean by multi-modal transportation ?
- What are service channels ?
- Give any 2 examples for intensive distribution.
- What is order fulfillment ?

(10×1=10)

[P.T.O.]



SECTION – B

Answer **any 4** questions out of the following. **Each** question carries **5** marks.

2. Briefly explain all 6 modes of transportations.
3. Describe the function of the following documents :
 - a) Bill of lading
 - b) Freight bill
 - c) Freight claim
 - d) Certificate of origin
 - e) Letter of credit
 - f) Carnet
 - g) Dock receipt
 - h) Air way bill.
4. Discuss a logistics information system in terms of its purpose and components, with a suitable example of your choice.
5. "Deregulation of transportation, communication and financial organizations has resulted in lower prices and better services and has been a cornerstone of the development of supply chain management". Do you agree or disagree ? Justify.
6. Explain the following basic types of 3PL (third party logistics) firms :
 - Transportation-based,
 - Warehouse/distribution-based,
 - Forwarder-based,
 - Financial-based, and
 - Information-based, suppliers.

(4×5=20)

SECTION – C

Answer any 1 out of the following. It carries 10 marks.

7. "Collaboration is one of the key factors for successful supply chain management".
Do you agree or disagree ? And why ?

8. Explain briefly any one of the following transportation models :

i) Simulation model

ii) Optimization model.

(1×10=10)

SECTION – D

(Compulsory Question)

9. Read the case study 'The National Handloom Development Corporation' given below and answer the questions given at the end.

(3+2+3+2=10)

The National Handloom Development Corporation

Set up as a national level agency to assist the speedy development of the handloom sector by coordinating all action covering the procurement and supply of inputs at reasonable prices, augmenting the marketing efforts of state handloom agencies, and initiating overall development in the handloom sector in India, the National Handloom Development Corporation Ltd. has over the past two decades been acting as a major intermediary in the area of yarn procurement and support. The National Handloom Development Corporation Ltd. (NHDC) was set up in February 1983 as a public sector undertaking by the Government of India as an autonomous body under the Companies Act, 1956. The mission of the company was to become a national level agency for the promotion and development of the handloom sector.



The Handloom Sector in India

Providing direct and indirect employment to more than 30 lakh weavers, handloom sector is the largest economic activity second only to agriculture in India. The weavers are scattered across all parts of the country and mostly exist in village clusters-a legacy from the 5,000 years of tradition. The handloom weaving activity varies from village cluster to village cluster in terms of the technology used for weaving, the preloom and postloom activities that are carried out, etc. Most of the handloom weavers have passed on their weaving skills through generations and thus have kept up a tradition.

Despite the presence of the power loom sector along with all its advantages, the handloom sector has been able to withstand the competition. It has also proved its indispensability on certain fronts. Wave of ethnic revivalism and effective state intervention through financial assistance and implementation of various developmental schemes have brought about more than ten-fold increase in the production of handloom fabrics. This sector contributes nearly 23 per cent of the total cloth produced in the country. During the year 1996-97, a total production of 7,235 million sq. meters of cloth was achieved. The handloom sector mostly exists in the form of cooperatives of weavers who produce cloth from the yarn supplied to them by the cooperatives. The cooperatives then buy back the cloth from the weavers and take the responsibility of marketing it. The weavers are mostly paid wages on a piece rate basis where a rate is fixed for a specific length of cloth produced. One of the major problems that have constantly plagued the handloom sector is the perennial lack of availability of good quality yarn in the right quantities at the right time.

Typically, the yarn used for handlooms is of different quality types. The quality of textiles produced is directly linked to the quality of yarn used. Also, certain products require certain special varieties of yarn. Yarn is produced in mills which are scattered

across the length and breadth of the country. Usually, handlooms have a seasonal variation in demand and hence the demand for yarn also varies seasonally. Thus, typically the producers and buyers of yarn are highly scattered, the seasonality of demand, unpredictability of the market, and the different varieties of yarn only compound the discrepancies in the production and consumption process.

Handloom cooperatives are among the major buyers of yarn. Private entrepreneurs as well as marginal weavers, who are not members of cooperative societies, are the other major buyers of yarn. Since cooperatives typically buy yarn in bulk, they expect to get good discounts from the producers.

The Intervention by NHDC in the Yarn Market

The NHDC through its network of offices collects orders from the buyers and matches them with the production schedule of the weaving mills. Once the NHDC identifies the spinning mill which can supply the requisite quantities of yarn, at a preferred price, both the buyer and the mill are notified, and further transaction takes place between the mill and the buyer. Most of the state governments have government departments to promote the handloom sector. These departments also play a part in the transactions wherever small cooperatives are not in a position to directly purchase in sufficient quantities.

The NHDC is perfectly equipped to perform this function since it is already in constant touch with both, the producers and the buyers. It has a repository of information and actively participates in the research and development of the handloom sector. Specifically, the major advantage of the NHDC is because

- 1) It is equipped to offer standard quality of yarn from a large number of spinning mills, few of them are meeting the national and international standards.

- 2) 522 mills are empanelled with the NHDC.
- 3) All varieties of yarn made of natural and artificial fibers such as cotton, silk, wool, jute, acrylic, polyester, and their blends are available on demand.
- 4) There are about 1,271 regular buyer agencies getting their required variety and quality of yarn to meet the present competition in the field of traditional and non-traditional handloom production and
- 5) Regular upkeep of yarn price record enables the Corporation to maintain good market intelligence for yarn prices and its trend analysis.

To keep track of such a large network of buyers and sellers the NHDC has seven regional offices and 15 branches across the country. The NHDC also plays a part in channelizing the subsidies provided by the Indian Government by, effectively coordinating with the state government agencies in the various scheme implemented by the government. A recent example is the mill-gate price, scheme to be implemented for allowing the weavers to get yarn without paying the transportation costs. The provisions of the scheme include freight reimbursement, subsidizing depot operation, and mobile van running charges.

The scheme is limited to certain agencies deemed to be eligible for getting reimbursement for the transportation cost that they incur in transporting yarn. The eligible agencies basically encompass all major agencies that produce handloom or state government bodies involved in handloom development. According to this scheme, all eligible agencies can place their indent with the NHDC indicating type and quantity of yarn, preferred mill, etc. After the receipt of these indents, the NHDC will verify the availability of the yarn from preferred source and convey terms and conditions to the agency. Upon confirmation of financial arrangement by



the agency, the NHDC will inform spinning mills to send the yarn by their transporters to the agency. Upon receipt of yarn, the agency will pay the transportation cost to the transporter and thereafter claim for reimbursement to the transportation charges from the NHDC by producing the relevant documents.

Questions :

- a) Is the NHDC a distribution channel ? Give reasons for your answer.
- b) Analyse the activities of the NHDC in terms of the basic discrepancies between the production and the consumption function.
- c) What is the value addition that the NHDC provides to the weavers and producers ?
- d) In coordinating a scheme such as the mill-gate scheme, how does the NHDC reinforce its value addition in terms of its main activities ?

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012

B 14 : SERVICES MARKETING (New)

Time: 90 Mins.]

[Max. Marks: 25

SECTION – A

1. Answer **any 5** sub-questions out of **6**. Each sub-question carries **one** mark. (5×1=5)

- Define Service.
- What are the five criteria of evaluating service quality ?
- How can we position services ?
- What are the components of service marketing mix ?
- List the various channels for delivering services.
- What do you mean by service recovery.

SECTION – B

Answer **any 2** questions out of **3**. Each sub-question carries **5** marks. (2×5=10)

- Identify reasons for growing importance of service sector in Indian economy.
- Discuss the factors that influence the consumer expectations in services marketing.
- What is relationship marketing ? Describe the popular strategies for retaining customers.

SECTION – C

(Compulsory)

5. Answer the following case :

10

Kerala had always been considered the 'backwaters' of India – in a negative way. Tourists thought of it as a nice but far away place, to be visited if you had the time, after covering the more popular destinations like the Taj Mahal, Delhi, Jaipur and Goa. But all that has changed, with a single great campaign, based on a memorable line-God's Own Country. As tourism marketers know, a tourist destination sells imagery first and then depends on the tourists themselves to recommend the

[P.T.O.]



destination to their friends, relatives and peer groups. For a long time, Kerala had advertised its boat races held at Allepey (now known as Alappuzha) and the elephant ritual at "Thrissur Pooram" and gained some mileage from these too.

However, the advertising really started getting into the limelight after the tagline "God's Own Country" was added to the beautiful images. In addition to the foreign tourists, the campaign successfully drew the attention of domestic tourists and as a result Kerala has successfully entered the tourist map of the world. New investments in Kerala include tourism-related projects at Bekal in the Malabar (North Kerala) region.

Tangible things such as good air and road/rail connections and availability of different types of hotels and resorts also helped, along with cosmopolitan food habits of Kerala which is probably the only state apart from Goa where meat and seafood of all types are easily available, to cater to the palates of foreigners who may be predominantly non-vegetarian. Ayurveda practitioners also around in Kerala and the oil massages add to the mystique of the destination. Apart from traditional hill stations like Munnar, Kerala offers a forest experience at Thekkady (Periyar Wildlife Sanctuary) and in the hills of Wayanad district bordering Tamilnadu and Karnataka.

Questions :

- a) Develop a campaign for your own state/any other state in India, to attract foreign tourists.
- b) Develop a similar campaign for domestic tourists.

1192 – B15 – IISMB(A)(N) – CBCS – J – 12



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012

B15 : FINANCIAL MARKETS (New)

Time : 3 Hours]

[Max. Marks : 50

Note : Answer *all* the Sections. **Marks** are indicated against *each* Section.

SECTION – A

1. Answer **any 10** sub questions out of the following 12 . **Each** sub question carries **one** mark. **(10×1=10)**
- a) Financial Market
 - b) Dematerialisation
 - c) Red-herring Prospectus
 - d) Escrow Account
 - e) Blue Chip Companies
 - f) Price Rigging
 - g) CCPS
 - h) T-Bills
 - i) Rolling Settlement
 - j) Rights Issue
 - k) Short Selling
 - l) Kerb Trading.

SECTION – B

Answer **any four** out of the following five questions. **Each** question carries **five** marks. **(4×5=20)**

- 2. What is Capital Market ? What are its features ? State the factors responsible for the growth of Indian Capital Market.
- 3. What are the steps involved in listing of securities ? Can a stock exchange refuse listing ? If so, state the circumstances under which listing can be refused ?



4. What do you understand by Private Placement method of offering securities ? Bring out the advantages and drawbacks of private placement method of marketing of securities by companies.
5. Critically evaluate the role played by SEBI in the development of financial markets in India.
6. What is Debt Market ? State the advantages of debt market. What factors influence the price determination in this market ?

SECTION – C

Answer **any one** of the following questions. The question carries **ten marks**. (1×10=10)

7. What are capital market instruments ? Discuss the features, advantages and disadvantages of all the capital market instruments in detail.
8. What are the functions of registrars and share transfer agents ? What are their roles and responsibilities ? How are they regulated by SEBI ?

SECTION – D (Compulsory)

9. Answer the given below question. This carries **ten marks** : (1×10=10)

Mr. X, a farmer, interested in investing his hard earned money in equity market. He wants to know about the internet trading as he prefers to deal in equity market online. As a sub-broker, explain him the process of internet trading and procedure of becoming internet trader with necessary documents.



SECTION – C

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B16 : DERIVATIVES MARKETS (New)

Time: 3 Hours]

[Max. Marks : 50

SECTION – A

1. Answer **any 10** sub-questions out of **12**. Each sub-question carries **one** mark. (10×1=10)

- What are 'derivatives' ?
- What are calendar spreads ?
- What do you mean by the term 'price discovery' ?
- What is put option ?
- What are 'future contracts' ?
- What are 'forward contracts' ?
- What do you mean by 'European call option' ?
- What do you mean by 'Swaptions' ?
- Who are hedgers ?
- What is market risk ?
- What are swaps ?
- What do you mean by Interest rate swaps ?

SECTION – B

Answer **any four** of the following questions. Each question carries **five** marks. (4×5=20)

- State the reasons for the growth of derivatives market in India.
- Explain the difference between hedging, speculation and arbitrage.
- Distinguish between forward contracts and future contracts.
- Discuss the options trading strategies.
- The spot price of the British pound is currently \$ 2.00. If the risk free interest rate on 1 year Government Bond is 4% in United States and 6% in United Kingdom, what must be the forward price of the pound for delivery 1 year from now ?



SECTION – C

Answer any one of the following question. It carries 10 marks. (1×10=10)

7. Discuss the different categories of derivatives available for trading in a financial market.
8. Explain with examples how the premium of an option under different strike prices is computed.

SECTION – D

(Compulsory)

10

9. From the following data calculate the value of call option under the Black and Scholes model.

Stock price – Rs. 50

Months to expiration – 3 months

Risk free rate of interest – 10% p.a.

Standard deviation – 40%

Exercise price – Rs. 55

Option type – European call.

SECTION – B

Answer any four of the following questions. Each question carries five marks. (4×5=20)

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SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B.17 : INSURANCE MANAGEMENT (New)

Time : 1½ Hours]

[Max. Marks : 25

SECTION – A

1. Answer **any 5** sub-questions out of **6**. **Each** sub-question carries **one** mark. (5×1=5)
- a) Explain endowment policy.
 - b) What do you mean by solvency margin ?
 - c) Describe third party claim.
 - d) What is personal liability insurance ?
 - e) List out factors considered for premium rating .
 - f) Distinguish between maturity and death claim.

SECTION – B

Answer **any 2** questions out of **3**. **Each** question carries **5** marks.

- 2. Elaborate the risk financing techniques.
- 3. What do you mean by rating ? Explain the various classes of rating.
- 4. Briefly explain the property and liability insurance giving suitable examples. (2×5=10)

SECTION – C
(Compulsory)

5. Analyse the following cases : (2×5=10)
- a) A policy holder is unhappy with the administration of his pension scheme and wishes to complain about the service received and a possible loss of return due to a delay in investing a large contribution. What course of action should he take ?
 - b) A member of an occupational scheme wishes to increase his pension benefits because he joined the scheme at age 40 and is concerned that the state will not provide for him when he retires. He would like your advice on the various options available to him to increase his pension benefits. Outline the options open to him, indicating the advantages and disadvantages of each.

1195 – B18 – IISMBA(N) – CBCS – J – 12



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012

B18 : MERCHANT BANKING AND FINANCIAL SERVICES (New)

Time: 90 Minutes]

[Max. Marks: 25

Note: Answer *all* the Sections. **Marks** are indicated against *each* Section.

SECTION – A

1. Answer **any 5** sub-questions of the following 6. **Each** sub-question carries 1 mark. (5×1=5)
- a) What are Financial Services ? State any two fee-based financial services.
 - b) Differentiate between operating lease and finance lease.
 - c) Who is a Merchant Banker ? State any two functions performed by him.
 - d) What do you understand by Break-even lease rent ? Why is it calculated ?
 - e) Differentiate between recourse and non-recourse factoring.
 - f) What do you understand by flat and effective rate of interest ?

SECTION – B

Answer **any 2** questions out of the following. **Each** question carries 5 marks. (2×5=10)

- 2. Give a detailed account of the regulatory framework available for merchant banking activity in India.
- 3. a) What is 'Hire-Purchase Finance' ? Briefly explain the financial evaluation of Hire-Purchase finance from both hiree and hirer point of view.
- b) XYZ Ltd. is in the business of manufacturing bearings. Some more product lines are being planned to be added to the existing system. The machinery required may be bought or may be taken on lease. The cost of machine is Rs. 40,00,000 having a useful life of 5 years with the salvage value of Rs. 8,00,000. The full purchase value of machine can be financed by 20% loan



repayable in five equal installments falling due at the end of each year. Alternatively, the machine can be procured on a 5-year lease, year-end lease rentals being Rs. 12,00,000 per annum. The company follows the WDV method of depreciation at the rate of 25%. Its tax rate is 35% and cost of capital is 16%. Advise the company which option it should choose lease or borrow and buy.

4. What do you mean by the term 'Credit Rating' ? What are its features ? Discuss the SEBI rules and regulations towards Credit Rating Agencies in India.

SECTION – C
(Compulsory)

5. Read the given below case and answer the questions at the end.

10

XY Ltd. manages its accounts receivables internally by its sales and credit department. The cost of sales ledger administration stands at Rs. 9 crore annually. It supplies chemicals to heavy industries. These chemicals are used as raw materials for further use or are directly sold to industrial units for consumption. There is good demand for both the types of uses. For the direct consumers, the company has a credit policy of 2/10, net 30. Past experience of the company has been that on average 40 per cent of the customers avail of the discount while the balance of the receivables are collected on average 75 days after the invoice date. XY Ltd. also has small dealer networks that sell the chemicals. Bad debts of the company are currently 1.5 per cent of total sales.

XY Ltd. finances its investment in debtors through a mix of bank credit and own long-term funds in the ratio of 60:40. The current cost of bank credit and long-term funds are 12 per cent and 15 per cent respectively.

There has been a consistent rise in the sales of the company due to its proactive measures in cost reduction and maintaining good relations with dealers and customers. The projected sales for the next year are Rs. 800 crore, up 15 per cent from last year. Gross profits have been maintained at a healthy 22 per cent over the years and expected to continue in future.

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With escalating cost associated with the in-house management of debtors coupled with the need to unburden the management with the task so as to focus on sales promotion, the CEO of XY Ltd. is examining the possibility of outsourcing its factoring service for managing its receivables. He assigns the responsibility to the CFO of XY Ltd. Two proposals, the details of which are given below, are available for CFO's consideration.

Proposal from Canbank Factors Ltd:

The main elements of the proposal are

- a) Guaranteed payment within 30 days
- b) Advance, 88 per cent and 84 per cent for the recourse and non-recourse arrangements respectively
- c) Discount charge in advance, 21 per cent for with recourse and 22 per cent without recourse and
- d) Commission, 4.5 per cent without recourse and 2.5 per cent with recourse.

Proposal from Indbank Factors Ltd :

The main elements of the proposal are

- a) Guaranteed payment within 30 days
- b) Advance, 84 per cent and 80 per cent for the recourse and non-recourse arrangements respectively
- c) Discount charge upfront, 20 per cent for with recourse and 21 per cent without recourse and
- d) Commission upfront, 3.6 per cent without recourse and 1.8 per cent with recourse.

The opinion of the Chief Marketing Manager is that in the context of the factoring arrangement, his staff would be able to exclusively focus on sales promotion which would result in additional sales of Rs. 75 crore.

Required : The CFO of XY Ltd. seeks your advice as a financial consultant on the alternative proposals. What advice would you give ? Why ? Show all your workings while answering.

1196 – B19 – IISMBA (N) – CBCS – J – 12



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012 B19 : COSTING FUNDAMENTALS FOR MANAGERS (New)

Time : 1½ Hours]

[Max. Marks : 25

SECTION – A

1. Answer **any 5** sub-questions. **Each** sub-question carries **one** mark. (5×1=5)

- What is meant by cost-sheet ? Why it is prepared ?
- What is cost variance analysis ?
- Define cost audit.
- What is meant by joint product and by product ?
- What is cost-accounting ?
- Given : Variable cost Rs. 21.60 per unit, p/v ratio 40%, what is selling price per unit ?

SECTION – B

Answer **any 2** questions out of **3**. **Each** question carries **5** marks. (2×5=10)

- When and why would you recommend the LIFO and FIFO method of pricing of material issue ?
- Explain how budgeting and budgetary control operate together in a total management system.
- X. Co. Ltd. provides the details.

Year	Sales	Profit
2010	Rs. 1,00,000	Rs. 30,000
2011	Rs. 1,50,000	Rs. 50,000

Calculate :

- Break Even Sales
- Margin of safety for the year 2011
- New sales, if profit is desired Rs. 75,000.

[P.T.O.]

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SECTION – C

(Compulsory)

(Case-Study)

5. KIMS Ltd. has instructed you to prepare a cash budget for October to December from the following particulars.

10

i) Cash and Bank balance as on 1st October Rs. 20,000

ii) Actual and budgeted figures.

	Months	Sales	Purchases	Wages	Expenses
Actual :	June	60,000	36,000	—	—
	July	65,000	40,000	—	—
	August	70,000	48,000	15,000	5,000
	September	75,000	45,000	15,000	6,000
Budgeted :	October	80,000	48,000	18,000	6,000
	November	82,000	40,000	18,000	8,000
	December	89,000	50,000	20,000	8,000

iii) Additional Information :

- Advance Income tax Rs. 5,000 in November
- Plant purchased in October Rs. 10,000
- Rent Rs. 300 pm payable in advance
- 10% of purchases and sales are on cash basis
- Time lag :

Credit sales	:	2 months
Credit purchases	:	1 month
Wages	:	2 weeks
Expenses	:	1 week

1197– B20 – IISMBA (N) – CBCS – J – 12



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B20 : LEGAL ENVIRONMENT AND INDUSTRIAL RELATIONS (New)

Time : 3 Hours]

[Max. Marks : 50

SECTION – A

1. Define the following. Answer **any 10**. Each carries 1 mark. **(10×1=10)**
- a) Influence of ILO on Indian legislation
 - b) legal Environment
 - c) Quality Circle
 - d) Productivity barriers
 - e) Trade Union
 - f) Industrial conflict
 - g) Collective bargaining
 - h) WPM
 - i) Grievance Procedure
 - j) Legal Enactments in India
 - k) Types of Industrial Conflict.

SECTION – B

Answer **any four** questions. Each carries 5 marks. **(4×5=20)**

- 2. Explain the objectives, scope and obligations of the apprentices Act, 1961
- 3. What are safety measures are undertaken in Factories Act, 1948 ?
- 4. Explain the essentials of a good collective bargaining process. Discuss the trend and practice of Collective Bargaining in India.
- 5. Trace out the growth and development of White Collar and Managerial Unions in India.
- 6. Discuss the different approaches to Industrial relations. What factors affect Industrial Relations ?

[P.T.O.]



SECTION – C

Answer **any one** question. It carries **10** marks.

(1×10=10)

7. What is a "trade union" under the Trade Union Act, 1926 ? What is the procedure for registration of a trade union under the Act ?
8. a) What are the benefits payable under the ESI Act, 1948 ? Give details.
b) What are the provisions regarding payment of gratuity to employees under the Payment of Gratuity Act, 1972 ? Explain.

SECTION – D

9. Read the following case and answer the questions given below :

10

On March 25, 1996 at about 6.45 PM, the Duty Officer (Security), Kumar, at the Work gate informed Rathod, Electrical Engineer on telephone that one Narayan, supervisor of his department has been caught red-handed at the Works gate while attempting to steal one small electric motor and certain other spare parts used in the Electrical Dept. Rathod was requested to come to the security Control Room, where a preliminary enquiry was to be held.

During the preliminary enquiry, it came to light that Narayan, Personnel No. 5824, Foreman, came to the works gate at 6.15 PM on his Suvega autocycle bearing registration no. BRX 1421 (the number was not clearly visible). The works guard on duty, Krishna Bahadur asked Narayan to stop and open the tool-box that was hanging on the right side of the rear wheel. When it was opened, only one empty tiffin-box was found. Since the driver's seat appeared to be thicker and of unusual size, the works guard enquired about the same from Narayan, and not being satisfied with the reply, gave it a jerk. It was found that Narayan had constructed one box under the seat where a 0.50 hp motor and eight 5 amps switches belonging to the company were concealed.

On being asked, Narayan replied that he had attended a break-down after 5 PM in the Mill and replaced one 0.50 hp motor. The motor that was recovered was the defective one but he could not return it as the store-issuer had already left for



home after his duty which ended at 5 PM. He thought he would return the motor next day, as he had done many times in the past. He, however, could not explain why he was carrying the 5 amps switches. Nor did he give any satisfactory reason for not keeping the materials in the tool-box that was visible from outside, rather than where these were kept. On checking up at the security Control Room, it was found in the presence of Narayan, that the electric motor recovered was in working condition.

As per the company's Certified Standing Order No. 23 (iii), 'theft, fraud or dishonesty in connection with company's business or property' is a misconduct.

Questions :

- a) Does this case deserve suspension, pending enquiry.
- b) Advise the Works Manager on the steps for handling the above case.

1198 – B21 – IISMBA(N) – CBCS – J – 12

1198 B21 IISMBA(N) CBCS J 12

**SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
B21 : PERFORMANCE APPRAISAL AND COUNSELLING (New)**

Time: 3 Hours]

[Max. Marks: 50

SECTION – A

1. Answer **any 10** sub-questions out of **12**. Each sub-question carries **1** mark.

(1×10=10)

- a) Define Human Resource Appraisal.
- b) What do you mean by Performance Standards ?
- c) Define graphic rating scale.
- d) What is assessment center ?
- e) Define team appraisal.
- f) Define behavioral method.
- g) What is 360-degree feedback ?
- h) What is trait method ?
- i) What do you understand by counseling ?
- j) Discuss the different types of counseling.
- k) Explain the needs of counseling in the organization.
- l) What are the uses of counseling ?

SECTION – B

Answer **any 4** questions out of **5**. Each question carries **5** marks. **(4×5=20)**

- 2. What are the advantages of performance appraisal ?
- 3. Explain the difference the job analysis and job classification.

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[P.T.O.]



4. Discuss the merits and demerits of graphic rating scale.
5. Explain the post appraisal interview problem between the superior and the subordinate.
6. What are the characteristics of good counselor ?

SECTION – C

Answer any 1 question out of 2 which carries 10 marks. (1×10=10)

7. What are all the various uses of performance appraisal ? Discuss in detail with illustrations.
8. Discuss the various Performance Evaluation Methods and Evaluation, in detail.

SECTION – D

9. Read the case and answer the questions that follows : 10

Promotion of Mr. Ritesh Mashroo

Mr. Ritesh Mashroo was Senior Sales Manager working in Indian Lever Limited, a most reputed FMCG company for a decade. He was an excellent worker and had always achieved beyond the target assigned by his superior. In March 2001 when he returned from his official tour of 15 days, he came to know from his colleagues that the promotion list has been displayed and his name does not appear in that list. On hearing this, he felt annoyed, humiliated and in his gush of anger entered the office of Mr. Mithun Chatterjee, General Manager (Marketing) and began to discuss :

Mr. Mashroo : Why I have not been promoted, Sir ? Since last year you are assuring me to continue working hard and that I would be promoted this year. This year too, you have not promoted me. What is the matter ?

(Mr. Chatterjee felt insulted at Mr. Mashroo's behaviour as some guests were waiting outside his cabin.)

- 5 -

Mr. Chatterjee : First take your seat and cool down. I am indeed surprised to find your name missing in the promotion list, even though I had recommended you for promotion. As you are aware, these days Vice President (Marketing) decides on all matters related to promotion and he mentioned about the feedback from the field staff he had received regarding your poor interpersonal skills. So, I suggest you that you be careful about your work behaviour and try to improve upon it. We will see next time.

Mr. Mashroo was very angry at Mr. Chatterjee's remark and left the office uttering that he would meet VP Marketing on this issue. Next day he went to meet Mr. P. Venkatraman who was very busy with board meeting. On seeing Mr. Mashroo waiting, he called him inside and inquired about the matter.

Mr. Mashroo : Good morning Sir, I have come to know from Mr. Chatterjee that I have not been given promotion because of my poor interpersonal skills. Sir, you may be aware that the new sales staff is very arrogant because they proclaim that they have postgraduate degree from renowned business schools in the country and they are not interested in working in the field. That is why I have to be strict in managing them, as our ultimate goal is to achieve the target.

Mr. Venkatraman : Mr. Mashroo, don't feel annoyed. I was just informally discussing with Mr. Chatterjee that if you started working on your problems you would become VP in few years' time. But as far as this promotion is concerned, I have already given you 4 rating in your performance and recommended you for the same. I think that HR department might have made certain changes in the grading and that may have worked against your benefit. Why will I harm you in getting the promotion; after all, you are the high performer in the company.

Mr. Mashroo : How can it happen, Sir ? How can they change the performance rating that you have given ? Then in that case I would like to meet HR Head to know the reason.

Mr. Venkatraman : You may meet HR Head, but it is too late for this year.

Next day, Mr. Mashroo goes to meet Mr. Ashok Motiramani, Head of Human Resource Department.



Mr. Mashroo : Good morning Sir, I have a problem regarding my promotion. I am the only person in the marketing department who had for the past five years achieved beyond the target. But this time I have not been given promotion. Mr. Venkatraman told me, that he had recommended my promotion, but it seems HR department has revised the list and I am deprived of promotion.

Mr. Ramani : Mr. Mashroo, take it for granted that we cannot change the rating or modify the recommendation of your VP (Marketing) because he is your HOD. Ultimately, HOD is the final decision-maker for promotional issues of a department. I am sorry I cannot do anything for you. Mr. Mashroo moves out of HR department, unable to decide what to do. Finally he decided to go for a long leave.

Questions :

- a) What is the problem of Mr. Mashroo ? And who is preventing him from being promoted ?
- b) Identify the problems in the performance appraisal system of this company ?
- c) What actions are expected from VP (Marketing) and HR Head on this issue ?
- d) What steps need to be taken to avoid this situation in future ?



SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, JUNE 2012
LEADERSHIP STYLES (B22) (New)

Time : 90 minutes]

[Max. Marks : 25

SECTION – A

1. Answer **any 5** sub-questions. **Each** carries 1 mark.

(5×1=5)

- a) Leadership
- b) Legitimate power
- c) Autocratic
- d) Situational leadership
- e) Types of leaders
- f) Leadership and success
- g) Relationship between values and Ethics.

SECTION – B

Answer **any two** questions. **Each** carries 5 marks.

(2×5=10)

- 2. Leadership and management are said to be the two sides of the same coin.
Do you agree or disagree with this statement ? Give reasons for your answer.
- 3. List out the values of leadership that emerge out of synthesis of leadership values advocated in the ancient scriptures, practiced by the great leader and cherished in the modern era.
- 4. Briefly outline any one of the leaders of your choice whose leadership traits you admire and bring about the understandings with emphasis on assumptions, learning outcomes and with your comments and conclusions.

SECTION – C
(Compulsory)

5. Read the case given below and answer the questions given at the end.

10

Richard Dana Associates (RDA) was brought in by the owners of a family-owned business with complex relationship issues at a time preceding an anticipated leadership transition. Following individual and group coaching sessions, RDA was able to help the leadership separate personal issues, and codify practices through formal policies to allow the leadership group to focus on business issues without personal complications. At the end of RDA's engagement, the client was well-positioned to begin developing a transition plan. Bob, founder, CEO and owner of a 20-year-old, closely-held business, hoped to groom his 30-year-old son, Jack to take over the business in the next five years. The firm was currently co-run by Betty, the COO and Operations Manager. She was a longtime employee of the firm, and also had been Bob's life partner for most of that time. Both Jack and the firm were at a critical juncture, if Jack and the firm did not make a mutual commitment to each other in the next year or so, Jack would likely pursue alternative career options, closing a window of opportunity. And yet Jack was not privy to many of the decisions and financials underlying the company information that would allow him to make an objective decision about his future role in the firm and no plan existed to manage the transition. Jack and Bob's personal relationship had grown estranged, and both prone to intense emotional responses to work and personal issues. In addition, Betty felt that Jack did not accord her appropriate respect in her role as COO, and was therefore concerned about her professional future as COO under Jack's leadership; she was also anxious that any transition be smooth to enable her continued personal relationship with Bob, the owner. The emotionally-charged relationships between the three key players resulted in both personal and professional command-and-control conflicts, preventing the three from working together to develop a smooth transition plan. Furthermore, Bob's existence did not reflect his stated succession plans, thereby making relationships with Betty and Jack even more complicated. Richard Dana Associates was engaged

to help bring to light the interpersonal conflicts, to develop an action plan to bridge the communication gaps, and to start building the foundation for a longer-term succession. RDA began by conducting numerous strategic interviews with the three players – both as individuals and in groups – to identify and air both personal and professional obstacles to a smooth transition. Each person aired their own particular concerns and articulated their specific personal goals. Based on these discussions, RDA worked with the three key players to identify concrete goals and changes including :

- Implementing unambiguous job descriptions to clarify roles amongst Bob, Jack and Betty.
- Developing clear, formal, consistent policies and expectations and following through on their application to the entire firm. Both Bob and Jack had historically skirted many informal firm policies, leading to conflict with Betty and poor impressions among the staff.
- Initiating leadership training for Bob to help him to both set limits on Jack's unproductive behavior, but also to begin training Jack for future leadership.
- Forcing Bob to be less laissez-faire and more pro-active in giving Jack both a macro and micro understanding of the business so that he might assume leadership in the desired time frame.
- Identifying specific times for Bob and Jack to repair their personal bond through everyday interactions.
- Sitting Betty and Jack down for RDA-facilitated meetings with clear agendas where they could vent, articulate underlying issues, identify the impact of their conflicts on the business, extract a workable foundation and craft specific goals.
- Individual coaching for Bob, Jack and Betty to help them examine and address their work issues objectively.
- Training in basic communication skills and relationship-building including using non-confrontational language, setting clear business agendas for interactions, emailing meeting summaries and assignments, objectively clarifying any differences that arose.



Through the course of RDA's engagement, the requisite underlying systems were put in place job descriptions, policies and procedures, communication skills training and relationship building. Jack was able to work at the firm productively. The dysfunctional behavior had stabilized and the three were better able to separate their business identities from their personal conflicts and had begun working more as a team.

The benefits of their improvements spread to the rest of the organization in the form of improved trust, increased productivity and a less emotional work environment. By eliminating the personal obstacles, Bob and Betty were ready to envision a succession plan. RDA facilitated additional working sessions with Bob and Betty, to focus on their personal and business priorities.

Questions :

- a) Why do you think leadership succession was a problem for Bob's company ? Justify.
- b) How do you think the initiatives implemented by RDA would have helped Bob and Betty's outlook towards leadership transition ?

SECOND SEMESTER M.A. (CBCS) DEGREE EXAMINATION, JUNE 2012

ECONOMICS

Paper – 2.6.1. : Indian Economy (Open Elective)

Time: 3 Hours]

[Max. Marks: 75

Instruction : Answer all parts.

PART – A

1. Answer **any ten** of the following :

(10×2=20)

- a) State any two trends in India's national income.
- b) Indicate the approach of the 12th Five Year Plan.
- c) What is meant by demographic dividend ?
- d) Define urbanisation.
- e) Distinguish between social and economic infrastructure.
- f) List the sources of agricultural credit.
- g) Elaborate any two trends in India's agricultural production.
- h) What do you mean by privatisation ?
- i) List the problems of small scale industry.
- j) What are the sources of tax revenue to the government ?
- k) Name any four non-banking financial institutions.
- l) Define public expenditure.

PART – B

Answer **any five** of the following :

(5×5=25)

2. Highlight the major achievements of the Eleventh Five Year Plan.
3. Discuss the causes and consequences of regional imbalances.
4. Give an account of the major features of India's population.
5. Explain the recent reforms in India's Industrial Policy.

[P.T.O.]

6. Discuss the advantages and disadvantages of technological change in India's agriculture.
7. Describe the functions of commercial banks.
8. Analyse the trends in price behaviour in India.
9. Give an account of trade reforms since 1991.

PART – C

Answer **any three** of the following :

(3×10=30)

10. Explain the nature and extent of poverty in India. Examine the role of MGNREGS in alleviating rural poverty.
11. Evaluate India's agricultural policy.
12. Justify the need for institutional agricultural marketing system. Comment on India's agricultural marketing system.
13. Discuss the banking sector reforms introduced since 1991.
14. Describe the implications of WTO for India.

ಕನ್ನಡ ಆವೃತ್ತಿ

ಎ - ವಿಭಾಗ

1. ಯಾವುದಾದರೂ ಹತ್ತು ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸಿ:

(10×2=20)

- a) ಭಾರತದ ರಾಷ್ಟ್ರೀಯ ಆದಾಯದಲ್ಲಿನ ಎರಡು ಮುಖ್ಯ ಪ್ರವೃತ್ತಿಗಳನ್ನು ತಿಳಿಸಿರಿ.
- b) ಹನ್ನೆರಡನೆಯ ಪಂಚ ವಾರ್ಷಿಕ ಯೋಜನೆಯ ಧೋರಣೆಯನ್ನು ತಿಳಿಸಿರಿ.
- c) ಜನಸಂಖ್ಯಾ ಸಂರಚನೆಯ ಲಾಭವೆಂದರೇನು?
- d) ನಗರೀಕರಣವನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಿ.
- e) ಸಾಮಾಜಿಕ ಮತ್ತು ಆರ್ಥಿಕ ಮೂಲಸೌಕರ್ಯಗಳನ್ನು ವ್ಯತ್ಯಸಿಸಿ.
- f) ಭಾರತದಲ್ಲಿ ಕೃಷಿ ಸಾಲದ ಮೂಲಗಳನ್ನು ತಿಳಿಸಿರಿ.
- g) ಭಾರತದ ಕೃಷಿ ಉತ್ಪಾದನೆಯಲ್ಲಿನ ಎರಡು ಮುಖ್ಯ ಅಂಶಗಳನ್ನು ವಿವರಿಸಿ.



- h) ಖಾಸಗೀಕರಣ ಎಂದರೇನು ?
- i) ಸಣ್ಣ ಕೈಗಾರಿಕೆಯ ಸಮಸ್ಯೆಗಳನ್ನು ತಿಳಿಸಿರಿ.
- j) ಭಾರತ ಸರ್ಕಾರದ ತೆರಿಗೆ ಆದಾಯದ ಮೂಲಗಳು ಯಾವುವು ?
- k) ಯಾವುದಾದರೂ ನಾಲ್ಕು ಬ್ಯಾಂಕೇತರ ಹಣಕಾಸು ಮಧ್ಯವರ್ತಿಗಳನ್ನು ಹೆಸರಿಸಿ.
- l) ಸಾರ್ವಜನಿಕ ವೆಚ್ಚವನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಿ.

ಬಿ - ವಿಭಾಗ

ಯಾವುದಾದರೂ ಐದು ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸಿ :

(5×5=25)

2. ಹನ್ನೊಂದನೆಯ ಪಂಚ ವಾರ್ಷಿಕ ಯೋಜನೆಯ ಪ್ರಮುಖ ಸಾಧನೆಗಳನ್ನು ಪರಾಮರ್ಶಿಸಿರಿ.
3. ಪ್ರಾದೇಶಿಕ ಅಸಮಾನತೆಗಳ ಕಾರಣಗಳು ಮತ್ತು ಪರಿಣಾಮಗಳನ್ನು ಕುರಿತು ಚರ್ಚಿಸಿ.
4. ಭಾರತದ ಜನಸಂಖ್ಯೆಯ ಪ್ರಮುಖ ಗುಣಲಕ್ಷಣಗಳನ್ನು ವಿಶ್ಲೇಷಿಸಿ.
5. ಭಾರತದ ಕೈಗಾರಿಕಾ ನೀತಿಯಲ್ಲಿ ಜಾರಿಗೊಳಿಸಿರುವ ಇತ್ತೀಚಿನ ಸುಧಾರಣೆಗಳನ್ನು ಪರಿವೀಕ್ಷಿಸಿ.
6. ಭಾರತದ ಕೃಷಿಯಲ್ಲಾಗುತ್ತಿರುವ ತಾಂತ್ರಿಕ ಬದಲಾವಣೆಯ ಅನುಕೂಲಗಳು ಮತ್ತು ಅನಾನುಕೂಲಗಳನ್ನು ಕುರಿತು ಚರ್ಚಿಸಿ.
7. ವಾಣಿಜ್ಯ ಬ್ಯಾಂಕುಗಳ ಕಾರ್ಯಭಾರವನ್ನು ಕಾರ್ಯಚಟುವಟಿಕೆಗಳನ್ನು ವಿವರಿಸಿ.
8. ಭಾರತದ ಬೆಲೆ ವರ್ತನೆಯಲ್ಲಿ ಕಂಡು ಬರುವ ಪ್ರಮುಖ ಪ್ರವೃತ್ತಿಗಳನ್ನು ಪರಾಮರ್ಶಿಸಿರಿ.
9. ಭಾರತದಲ್ಲಿ 1991 ರಿಂದ ವಿದೇಶಿ ವ್ಯಾಪಾರದಲ್ಲಿ ಜಾರಿಗೊಳಿಸಿರುವ ಸುಧಾರಣೆಗಳನ್ನು ವಿಶ್ಲೇಷಿಸಿ.

ಸಿ - ಭಾಗ

ಯಾವುದಾದರೂ ಮೂರು ಪ್ರಶ್ನೆಗಳಿಗೆ ಉತ್ತರಿಸಿ :

(3×10=30)

10. ಭಾರತದಲ್ಲಿ ಬಡತನದ ಸ್ವರೂಪ ಮತ್ತು ಗಾತ್ರವನ್ನು ವಿವರಿಸಿ. ಗ್ರಾಮೀಣ ಬಡತನ ನಿರ್ಮೂಲನೆಯಲ್ಲಿ MNREGA ನ ಪಾತ್ರವನ್ನು ಪರಿಶೀಲಿಸಿ.
11. ಭಾರತದ ಕೃಷಿ ನೀತಿಯನ್ನು ಪರಾಮರ್ಶಿಸಿರಿ.
12. ಸಾಂಸ್ಥಿಕ ಕೃಷಿ ಮಾರುಕಟ್ಟೆಯ ಅಗತ್ಯವನ್ನು ಪ್ರತಿಪಾದಿಸಿ. ಭಾರತದ ಕೃಷಿ ಮಾರುಕಟ್ಟೆ ವ್ಯವಸ್ಥೆಯನ್ನು ವಿಮರ್ಶಿಸಿರಿ.
13. 1991 ರಿಂದ ಜಾರಿಗೊಳಿಸಿರುವ ಬ್ಯಾಂಕಿಂಗ್ ವಲಯದ ಸುಧಾರಣೆಗಳನ್ನು ಕುರಿತು ಚರ್ಚಿಸಿ.
14. ವಿಶ್ವ ವ್ಯಾಪಾರ ಸಂಸ್ಥೆಯಿಂದ ಭಾರತದ ಆರ್ಥಿಕತೆಯ ಮೇಲಾಗಿರುವ ಪರಿಣಾಮಗಳನ್ನು ವಿಶ್ಲೇಷಿಸಿ.



SECOND SEMESTER M.A. (CBCS) (NEW SYLLABUS) DEGREE
EXAMINATION, JUNE 2012

ENGLISH

2.5 : English Language Proficiency (OE)

Time : 3 Hours]

[Max. Marks : 75

Instructions : Answer *all* the questions.

Write the question numbers *correctly*.

- I. 1) In **each** word of the following **one** or **two** letters are in capitals. Mention the sound it represents below the letter in IPA symbol.
- fAt, fAther, cAt, cAthedral
 - dIgnity, dIgest
 - dIce, cowArdIce
 - expErtise, expEnsive. (4×1=4)
- 2) Mark the stress on the following words :
- bright
 - sensation
 - deviation. (3×1=3)
- 3) Point out the right intonation given in the brackets. (3×1=3)
- Where did he go ?
(rising/falling)
 - He was in an appallingly bad temper.
(fall and rise/rise and fall)
 - I was only trying to help
(falling/rising).
- II. 1) Mention the grammatical category of every word. 5
- Mr. Rathod has been arrested and presented before the Magistrate.
- 2) Write the following sentences as directed :
- Write it in present perfect or simple past. (5×1=5)
 - He (see) his uncle a few days ago.
 - He (speak) to me five times in the last few days.

- iii) They (learn) English for nine months last year.
- b) Use-ing form of the verb and rewrite :
 - iv) At three O'clock yesterday, Ramesh (play) tennis.
 - v) They (sing) while they (walk) along.

III. 1) Rewrite the following sentences as instructed in the brackets :

(5×1=5)

- i) I'll drive down to Sirsi.
(into reported speech)
- ii) I've ordered dinner.
(into reported speech)
- iii) A new IT course will be introduced next year, said the Director.
(into direct speech)
- iv) The culprits will be apprehended, said the commissioner.
(into direct speech)
- v) I'll buy a car next week.
(into reported speech)

2) Rewrite the following sentences into active voice :

(5×1=5)

- i) The fine has been paid by the father.
- ii) Financial irregularities have been noticed by the Accountant.
- iii) The car has been serviced.
- iv) He has elected been the president of the club.
- v) You have been invited to the function.

IV. 1) Rewrite the following sentences as directed.

(5×1=5)

- i) Greece will become economic ground zero.
(Positive to negative)
- ii) India is no.1 test team in cricket.
(Positive to negative)
- iii) Indian GDP is not very low.
(Negative to positive)
- iv) Myanmar doesn't have military dictatorship.
(Negative to positive)
- v) The press is free in China.
(Positive to negative)



- 2) Identify the different types of sentences as simple/compound/complex : (5×1=5)
- i) The economic down turn has slowed down the growth in Many a country.
 - ii) The IPL, which had an extravagant opening ceremony, had a sedate opening match.
 - iii) We were angered at the scam but we were not surprised.
 - iv) Geeta and her family, which was in Germany, came home yesterday.
 - v) The principal along with the staff attends the function.
- V. Contrast the opposite responses of the mother and the son over the death of the father in the short story "A shadow". 7
- VI. Why did Rusty's disappointment at not finding his friends at the pool suddenly change into happiness in "The Meeting Pool" ? Explain. 7
- VII. "Green Parrots in a cage" is a story about the tragedy of Partition. Explain. 7
- VIII. Sketch the character of the old lady in "The Portrait of a Lady". 7
- IX. Describe how the story "Let's Go Home" relates to children's fantasy. 7
- 63 -
- 3) Point out the right intonation given in the brackets. (3×1=3)

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SECOND SEMESTER M.A. (CBCS) DEGREE EXAMINATION, JUNE 2012

(Old Syllabus)

ENGLISH

Paper – 2.5 : The English Language (Part – II) OEC

Time: 3 Hours]

[Max. Marks: 75

Instruction : Answer all the questions.

1. Change the following sentences into indirect speech : (5×2=10)

- He said, "I do not like milk in my tea".
- The farmer says, "I am busy".
- He said, "I wrote a letter".
- The king asked the Prince, "Why are you weeping ?"
- The teacher said to me, "Don't come here".

2. Change the following into direct speech : (5×2=10)

- Mother advised me not to run in the sun.
- I wished that he might be happy.
- He exclaimed that the house was very dirty.
- The teacher thanked the boys.
- He said that he would play football.

3. Change the following into active voice : (4×2=8)

- Has it been done by him ?
- A book was given to me by David.
- Honey is sweet when it is tasted.
- A promise should be kept.



4. Change the following into passive voice :

(4×2=8)

- i) Mr. Kapoor presided over the meeting.
- ii) She doesn't like people seeing her diary.
- iii) There is no time to lose.
- iv) Do you see the bird ?

5. Change the following sentences as directed :

(12×2=24)

- i) He must work very hard to make up for the lost time.

(Simple to compound)

- ii) For all his riches, he is not contented.

(Simple to compound)

- iii) We must eat or we cannot live.

(Compound to simple)

- iv) He not only gave him valuable advice, but also helped him with money.

(Compound to simple)

- v) He believed equality to be his birth-right.

(Simple to complex)

- vi) He is too lazy to succeed.

(Simple to complex)

- vii) There are several ways in which we can make money.

(Complex to simple)

- viii) The boy ran as fast as he could.

(Complex to simple)

- ix) Be just and fear not.

(Compound to complex)

-65-



x) He worked very hard, and therefore he passed.

(Compound to complex)

xi) God will bless you if you help the poor.

(Complex to compound)

xii) Although there was no hope of her coming, I kept on waiting patiently.

(Complex to compound)

6. Change the following as directed :

(6×2=12)

i) You are the only person fit for the job.

(Affirmative to negative)

ii) Nobody will deny that I am right.

(Negative to Affirmative)

iii) Their glory can never fade.

(Assertive into interrogative)

iv) What does it matter if I fail ?

(Interrogative to Assertive)

v) Oh, that I were young again !

(Exclamatory to Assertive)

vi) A little learning is a very dangerous thing.

(Assertive to Exclamatory)

7. Insert articles where necessary :

(3×1=3)

i) A stone hit him on head.

ii) The sun rises in east.

iii) It is universal truth that anger destroys one's peace of mind.

iv) A promise should be kept.

B 01—QUANTITATIVE METHODS—II

Time : 1½ Hours

Maximum : 25 Marks

Section A1. Answer any *five* out of six sub-questions. Each question carries 1 mark :

- (a) What is a Deterministic model ?
- (b) What is an unbounded solution in LPP ?
- (c) What is a pseudo optimal solution ?
- (d) What is an optimal solution in a transportation problem ?
- (e) What is an isocost line ?
- (f) What is sensitivity analysis ?

(5 × 1 = 5 marks)

Section B*Answer any two out of the three questions.**Each question carries 5 marks.*

- 2. What are the pre-requisites to solve a LPP ?
- 3. What are the different types of models in operations research.
- 4. A company produces two types of leather belts A and B. A is of superior quality and B is of inferior quality. The respective profits are Rs. 10 and Rs. 5 per belt. The supply of raw material is sufficient for making 850 belts per day. For belt A, a special type of buckle is required and 500 pieces are available per day. There are 700 buckles available for belt B per day. Belt A needs twice as much time as that required for belt B and company can produce 500 belts if all of them were of type A. Formulate a L.P. model for the above problem.

(2 × 5 = 10 marks)

Section C (Compulsory)

5. Solve the transportation problem using Vogel's approximation method :

		Destination				Supply
		1	2	3	4	
Source	1	21	16	25	13	11
	2	17	18	14	23	13
	3	32	27	18	41	19
Demand		6	10	12	15	

(10 marks)

SECOND SEMESTER M.B.A. DEGREE (CBCS) EXAMINATION, 2014

Management

FINANCIAL MANAGEMENT

Time : 1½ Hours

Maximum : 25 Marks

Answer all sections.

Section A

1. Answer any *five* of the following six sub-questions. Each sub-question carries 1 mark :

- (a) What do you understand by Wealth Maximisation in Finance ?
- (b) Differentiate between Cost of debt and Cost of equity.
- (c) Define Financial Leverage.
- (d) State the different forms of dividend.
- (e) What is working capital cycle ?
- (f) Distinguish between ARR and NPV.

(5 × 1 = 5 marks)

Section B

Answer any two of the following questions.

Each question carries 5 marks.

2. (a) What is the weighted average cost of capital ? Examine the rationale behind the use of weighted average cost of capital.
- (b) Company PQR Ltd.'s equity capital is Rs. 12,00,000 comprising 1,20,000 shares of Rs. 10 each. The company has also issued 60,000 debentures of Rs. 10 each and 4,000 preference shares of Rs. 100 each.

The debentures carry a coupon rate of 13 % payable annually. They have been issued for a period of 4 years and on maturity, will be redeemed at face value.

The Beta of the company's share is 1.1 and the required rate of return on the market portfolio is 18 % while the risk free rate is 6.5 %

The preference shares carry a dividend of 14 %.

Using the above information, compute PQR Ltd.'s cost of debt, cost of equity and WACC.

3. (a) How can the effect of profitability on designing an appropriate capital structure be analyzed ? Illustrate your answer with the help of EBIT-EPS analysis.
- (b) A company is expecting its EBIT to be Rs. 1,40 lakhs. Its WACC is 14 %. The company has borrowings of Rs. 4.00 lakhs at 10 % rate of interest. What will be the value of the company according to the Net Operating Income Approach ?

Turn over

4. (a) Define the term Net Working Capital. Discuss the determinants of Working Capital.
- (b) From the following information, extracted from the books of a manufacturing company, compute the operating cycle in days assuming all sales are on credit :

Period covered : 365 days

Average period of credit allowed by suppliers, 16 days

Other data are as follows :

	(Rs. '000)
Average debtors (outstanding) ...	480
Raw material consumption ...	4,400
Total production cost ...	10,000
Total cost of sales ...	10,500
Sales for the year ...	16,000
Value of average stock maintained :	
Raw material ...	320
Work-in-process ...	350
Finished goods ...	260

(2 × 5 = 10 marks)

Section C (Compulsory)

5. Read the following case and answer the questions given at the end. This section carries 10 marks :—

Computea Ltd. is an IT Company based in Delhi. It is into outsourcing IT consulting and systems integration. Setup as a startup company three years ago by five entrepreneurs, the headcount of the company is presently 100, with an annual turnover of Rs. 80 lakh. As an employee-friendly organization and to ensure good working environment, Computea Ltd. arranges tea/coffee to each of its employees thrice a day. About half of the employees prefer tea and the remaining half prefer coffee.

Tea and coffee are presently supplied by a vendor who is paid on a monthly basis. The cost of a cup of tea is Rs. 3. The cost of coffee is Rs. 5 per cup. Labour charges amount to Rs. 500 per month.

The HR Manager, K.V. Prasad, has proposed to the CEO, Vineet Barnwal, to install a coffee/tea vending machine in the premises of Computea Ltd. A vending machine is available from Good Serve Ltd. for Rs. 2,00,000, having a useful life of five years with no salvage value. The machine would require an annual maintenance cost of Rs. 30,000 (i.e. Rs. 2,500 per month) in addition to spare parts amounting to Rs. 10,000. The operation of the vending machine would consume electricity at Rs. 500 per month. The other associated operating costs would be as estimated below :

2 packets of coffee beans per day at Rs. 30 per packet.

2 packets of 1 kg. tea powder per day at Rs. 20 per packet.

7,500 plastic cups per month at Re. 0.25 per cup.

200 litres of milk per month at Rs. 14 per litre.

60 kgs. of sugar per month at Rs. 35 per kg.

Labour charges would amount to Rs. 1,500 per month.

Electricity charges, Rs. 500 per month.

The number of working days in a month is 23. Computea Ltd. would use straight line method of depreciation and its cost of capital is 10 %.

As a financial consultant, would you advise the CEO of Computea Ltd. to install the vending machine ? Why ? Show all the calculations.

(10 marks)

SECOND SEMESTER M.B.A. DEGREE (CBCS) EXAMINATION, 2014

Management

MARKETING RESEARCH

Time : Three Hours

Maximum : 50 Marks

Section A

1. Answer any *ten* out of twelve sub-questions. Each question carries 1 mark :

- (a) When is marketing research needed ?
- (b) What is the difference between data, information and intelligence ?
- (c) Define a marketing orientation and a product orientation. Under which strategic orientation is there a greater need for marketing research ?
- (d) Why is the "define research objectives" of the research process probably the most important stage ?
- (e) What are some of the basic causes of conflict between management and marketing research ?
- (f) Define advantages of Focus Group Interviews.
- (g) Why do exploratory research designs rely so much on qualitative research techniques ?
- (h) Define *qualitative* and *quantitative* research.
- (i) What are the key differences between a focus group interview and a depth interview ?
- (j) Define types of secondary data analysis conducted by marketing managers.
- (k) Define surveys, and explain their advantages.
- (l) What is *self-selection bias* ?

(10 × 1 = 10 marks)

Section B

Answer any four out of the following five questions.

Each question carries 5 marks.

2. How has technology and internationalization affected marketing research ?
3. How might be the wording of a question asking about income influence respondents' answers ?
4. Define *market opportunity*, *market problem* and *symptoms*. Give an example of each as it applies to a university business school.
5. What are the conditions that make in-house research preferable ? What are the conditions that make outside research preferable ? Explain in detail.
6. Suppose you wish to learn the size of the soft-drink market, particularly PEPSI sales, growth patterns, and market shares. Indicate probable secondary data sources for these.

(4 × 5 = 20 marks)

Turn over

Section C

Answer any one out of two questions.

It carries 10 marks.

7. A market researcher gives a presentation to a music industry executive. After considering the results of a test market examining whether or not lowering the price of in-store CDs will lower the number of pirated downloads of the same music, the executive claims : "The test market was conducted in eight cities. In two of the cities, lowering the price did not decrease pirated downloading. Therefore, lowering the price does not decrease this behaviour and we should not decide to lower prices based on this research." Comment on the executive's conclusion. What type of inference is being made ? Will the decision not to lower prices be a good one ?
8. A publisher offers college professors one of four best-selling mass-market books as an incentive for filling out a ten-page mail questionnaire about a new textbook. What advantages and disadvantages does this incentive have ?

(1 × 10 = 10 marks)

Section D (Compulsory)**9. Case BIG BROTHERS OF FAIRFAX COUNTRY**

The leaders of the Big Brothers program in Fairfax Country are concerned about the imbalance they are currently experiencing with respect to the number of boys wishing big brothers and the number available. They felt that a lack of awareness and inaccurate knowledge could be the cause of the shortage of volunteers and are considering sponsoring a marketing research study to investigate these issues.

This case serves as a useful introductory case in that students need not have any previous exposure to the study of marketing research in order to make headway with it. The case is particularly useful in forcing students to come to grips with the issue of the differences between the marketing problem and the marketing research problem. This in turn gives them a better appreciation of the role research can play in solving marketing decision problems. The case is also very useful in forcing students beyond the narrow perception that many bring to the study of marketing research, namely, that it primarily consists of asking appropriate target groups how they behave, feel, and so on. A study of the perceptions and attitudes of eligible males towards the Big Brothers program might certainly be called for in this case. At the same time, it is only one of the research alternatives that might be appropriate. The case typically provides some interesting discussion when students are pushed to specify how they would go about collecting some information class discussion previously identified would be useful to the leaders of the Big Brothers program.

Case Questions :

- (a) What is (are) the marketing decision problem(s) ?
- (b) What is (are) the marketing research problem(s) ?
- (c) What types of information would be useful to answer these questions ?
- (d) How would you go about securing this information ?

(1 × 10 = 10 marks)

SECOND SEMESTER M.B.A. DEGREE (CBCS) EXAMINATION, 2014

B 04—PRODUCTION AND OPERATIONS MANAGEMENT

Time : 1½ Hours

Maximum : 25 Marks

Section A1. Answer any *five* out of six sub-questions. Each question carries 1 mark :

- (a) Define Operations Management.
- (b) What is the contribution of Richard Muther to production management ?
- (c) What is backward scheduling ?
- (d) What is buffer stock ?
- (e) What is micro-motion study ?
- (f) What is templates ?

(5 × 1 = 5 marks)

Section B

Answer any **two** out of three questions.
Each question carries 5 marks.

- 2. What are the principles of a good layout ?
- 3. What is work measurement ? What is the purpose of work measurement ?
- 4. Operations Manager of a company has identified four locations. The details are given in the table below :

Location		Fixed cost / year	Variable cost / unit
A	...	\$ 1,50,000	\$ 62
B	...	\$ 3,00,000	\$ 38
C	...	\$ 5,00,000	\$ 24
D	...	\$ 6,00,000	\$ 30

- (a) Over what range of production is each location optimal ?
- (b) For a production of 15,000 units/year which is the best location.

(2 × 5 = 10 marks)

Turn over

Section C (Compulsory)

5. V-Guard solar division buys 2500 numbers of nuts at Rs. 5.00/unit. Suresh industries who is the vendor supplying this item has offered a quantity discount of :

- (a) 3 % discount for 1500 to 2400 lot size ; and
- (b) 5 % discount for above 2500 lot size.

The ordering cost is Rs. 20 and carrying cost is 20 % of cost of nut.

Calculate and advice the buyer to avail or not to avail discount.

(10 marks)

B 05—ORGANISATIONAL BEHAVIOUR

Time : Three Hours

Maximum : 50 Marks

Section A

1. Answer any *ten* questions. Each question carries 1 mark :

- | | |
|---------------------------|------------------------|
| (a) Effectiveness. | (b) Simulation. |
| (c) Synergy. | (d) Personality. |
| (e) Belief. | (f) Norms. |
| (g) Work Environment. | (h) Job enlargement. |
| (i) Job enrichment. | (j) Ethical behaviour. |
| (k) Resistance to change. | (l) Unlearning. |

(10 × 1 = 10 marks)

Section B

Answer any four of the following.

Each question carries 5 marks.

2. What is organisational behaviour ? Discuss its relationship with other social sciences.
3. What are the determinants of personality ? Explain the perceptual process.
4. Explain the phases of learning. What is reward and punishment system for learning process ?
5. What is the role of a leader in managing the change in the organisation ? Discuss various styles of leadership.
6. What is attitude ? Explain the role of attitude in farming organisation culture.

(4 × 5 = 20 marks)

Section C

Answer any one question.

It carries 10 marks.

7. How will you motivate the employees in an organisation ? Explain different motivational theories.
8. What is emotional intelligence ? Briefly discuss the need for soft skills in building strong organisations.

(1 × 10 = 10 marks)

Turn over

Section D (Compulsory)

9. *Case Study.* Read the case and answer the questions :

THE RISE OF THE NICE CEO ?

If asked to describe the traits of an effective CEO, most people would probably use adjectives such as *driven*, *competitive*, and *tough*. While it's clear that some hardnosed CEOs, like Blakstone chief executive Stephen Schwarzman (see the chapter opener), are successful, recently some authors have suggested that being "nice" is really important in today's work place, even in the CEO suite. In a recent book titled *The No A-hole Rule: Building a Civilized Workplace and Surviving One That Isn't* Stanford management professor Robert Sutton argues that getting along well with others is important to the successful functioning of organizations.

Many companies, such as Google, have developed policies to weed out those who habitually behave in an uncivil manner. Lars Daagaard, CEO of Success Factors, a business software company, identifies himself as a recovering Fortune 500 "a-hole". Now, Dalgaard has implemented a strict "no a-hole" rule in his company. Job interviews are lengthy and feature probing questions designed to uncover any browbeating tendencies. Last year, Dalgaard took candidates vying for a chief financial officer vacancy to lunch at a local restaurant to see how they treated the wait staff. Some got a free lunch but nothing more. When managers and employees are hired, they get a welcome letter from Dalgaard that spells out 15 corporate values, the last of which is "I will not be an a-hole."

Although it's not clear whether they've read Sutton's book, some CEOs of Fortune 500 companies do seem to project the image of a "kinder, gentler CEO." Let's consider three examples, all of whom were proteges of Jack Welch when he was CEO of General Electric (GE) and were candidates to be his successor: Bob Nardelli, James McNerney, and Jeff Immelt.

Bob Nardelli, former CEO, Home Depot

When Bob Nardelli wasn't chosen to be CEO of GE, he demanded to know why. Didn't he have the best numbers? His bitterness was palpable, say GE insiders. When Nardelli became CEO of Home depot, in his first few months on the job, he became notorious for his imperious manner and explosive temper. At one meeting, he yelled, "You guys don't know how to run a f—ing business." When Nardelli was fired as CEO in 2006, it was due to a combination of factors, including Home Depot's lackluster stock price, but his abrasive personality played no small part. *Business Week* wrote "With the stock price recently stuck at just over 40, roughly the same as when Nardelli arrived 6 years ago, he could no longer rely on other sterile metrics to assuage the quivering anger his arrogance provoked within every one of his key constituencies; employees, customers, and shareholders".

James McNerney, CEO, Boeing

These are heady days at Boeing, which commands record levels of new orders and dominates its European rival Airbus as never before. Most CEOs would take credit for this success. Not James McNerney, who gives the credit to Boeing's engineers and employees, "I view myself as a value-added facilitator here more than as someone who's crashing through the waves on the bridge of a frigate," he says. A former GE colleague compared Nardelli and McNerney, saying, "Jim's problems have been as tough, or tougher, than the ones that Bob had to face. But he has tried to solve them in a much more pleasant way. The guy is loved over there at Boeing."

Jeff Immelt, CEO, General Electric

Although Jeff Immelt is the first to point out that the nick-name “Neutron Jack” for his predecessor Jack Welch was misleading, and that the differences between him and Welch are not as dramatic as some claim, Immelt is noted for his calm demeanor and truting approach. In speaking of his approach, he said, “I want to believe the best in terms of what people can do. And if you want to make a growth culture, you’ve got to have a way to nurture people and not make them fight so goddamn hard to get any idea through the door.”

Questions :

- (a) Do you think Sutton is wrong and that the contrasting fortunes, and personalities, of Nardelli, McNerney, and Immelt are coincidental ? Why or why not ?
- (b) Do you think the importance of being “nice” varies by industry or type of job ? How so ?
- (c) How comfortable would you be working in a culture like that of Success Factors, where a certain level of “niceness” is part of the job description ?
- (d) Do you think being “nice” is the same as the Big Five trait of agreeableness ? If so, do you think companies should screen out those who score low on agreeableness ?
- (e) Earlier we discussed the fact that entrepreneurs score significantly lower than managers on agreeableness. How would you reconcile this finding with Sutton’s point ?

(10 marks)

1254—B06—IIS—MBA (R)—May 2014

SECOND SEMESTER M.B.A. DEGREE (CBCS) EXAMINATION, 2014

Management

B 06—MACRO ECONOMICS FOR MANAGERS

Time : 1½ Hours

Maximum : 25 Marks

Answer all sections.

Figures to the right indicate marks.

Section A

1. Answer any *five* out of the following six. Each question carries 1 mark :

- (a) Define Macro-economics.
- (b) State any *two* objectives of Fiscal policy.
- (c) Define GDP and GNP.
- (d) What is unemployment ?
- (e) What is Multiplier concept ?
- (f) What is consumer price index ?

(5 × 1 = 5 marks)

Section B

Answer any two of the following three.

Each question carries 5 marks.

- 2. Explain Keynesian consumption function with a neat graph of Income Vs Consumption.
- 3. Explain in brief the methods of National Income Measurement in India.
- 4. What is Union budget ? Bring out the highlights of interim budget of India for the year 2014-15.

(2 × 5 = 10 marks)

Section C (Compulsory)

- 5. What is the role of Reserve Bank of India ? Explain in brief the various instruments of RBI through which it controls the money circulation.

(10 marks)

(Pages : 2)

1256—B09—IIS—MBA (R)—May 2014

SECOND SEMESTER M.B.A. DEGREE (CBCS) EXAMINATION, 2014

Management

B 09—TOTAL QUALITY MANAGEMENT

Time : Three Hours

Maximum : 50 Marks

Answer all sections.

Figures to the right indicate marks.

Graph sheets are supplied on demand.

Section A

1. Answer any *ten* questions out of the following twelve. Each question carries 1 mark :

- (a) Define Total Quality Management.
- (b) Define quality.
- (c) What is Kaizen ?
- (d) What is Kamban ?
- (e) What is innovation ?
- (f) What is house of quality ?
- (g) What is quality circle ?
- (h) What is CWQC ?
- (i) What is TPM ?
- (j) Mention various quality awards.
- (k) What is PDSA cycle ?
- (l) What is cost of quality ?

(10 × 1 = 10 marks)

Section B

Answer any four out of the following five.

Each question carries 5 marks.

- 2. Explain the concept of quality function deployment.
- 3. Explain Deming cycle with suitable example.
- 4. Distinguish between Kaizen and Innovation.
- 5. Explain the structure of ISO 9000.

Turn over

6. Write short notes on any two :

- (i) Malcom Balbridge award.
- (ii) Rajiv Gandhi National Peacock award.
- (iii) CII-Exim Bank award.

(4 × 5 = 20 marks)

Section C

Answer any **one** out of the following two.

It carries 10 marks.

- 7. Explain with suitable diagrams the seven new tools of Total Quality Management.
- 8. Describe the evolution of Quality Management by mentioning the important contributions made by Walter Shewart, Joseph Juran, Philip Crosby, Geneichi Taguchi, Kaaru Ishikawa and others.

(1 × 10 = 10 marks)

Section D (Compulsory)

9. *Case Study.*

A company manufactures tyres. A quality control engineer is responsible to ensure that the tyres turned out are fit for use up to 40,000 kms. He monitors the life of the output from the production process. From each of the 10 batches of 900 tyres, he has tested 5 tyres and recorded the following data, with \bar{x} and R measured in thousands of km.

Batch	1	2	3	4	5	6	7	8	9	10
\bar{x}	40.2	43.1	42.4	39.8	41.5	40.7	39.2	43.1	38.9	41.9
R	1.3	1.5	1.6	0.6	2.1	1.4	1.6	1.1	1.3	1.5

Do you think that the production process is in control ?

[Hint : $d_2 = 2.326$].

(10 marks)

SECOND SEMESTER M.B.A. DEGREE (CBCS) EXAMINATION, 2014

Management

B 13—DISTRIBUTION AND LOGISTICS MANAGEMENT

Time : Three Hours

Maximum : 50 Marks

Section A

1. Answer any *ten* of the twelve questions. Each question carries 1 mark :

- (a) What is place utility ?
- (b) Define distribution channel.
- (c) What is ownership flow ?
- (d) Define logistics strategy.
- (e) Lead time.
- (f) What is risk pooling ?
- (g) Define Retailing.
- (h) Conflict Management.
- (i) Channel power.
- (j) What is 3PL ?
- (k) What is reverse logistic ?
- (l) What is distribution warehouse ?

(10 × 1 = 10 marks)

Section B

Answer any **four** out of six questions.

Each question carries 5 marks.

- 2. Define distribution channels, why are they needed ?
- 3. What are the criteria on which channel designs are compared ?
- 4. Explain the triangle of logistical decision making.
- 5. How can the material handling system enhance productivity in the logistic system ?
- 6. Explain the role of warehouse in logistics ?

(4 × 5 = 20 marks)

Turn over

Section C

*Answer any **one** question out of the following.
It carries 10 marks.*

7. What are the elements of logistics information system ?
8. What are the functions performed by channel members ?

(1 × 10 = 10 marks)

Section D

*Answer the following question.
It carries 10 marks.*

9. "E-choupal is a concept, which can be extended by many organisations to improve distribution in rural areas"—Discuss quoting examples.

(10 marks)

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, 2014

Management

B 14—SERVICES MARKETING

Time : 1½ Hours

Maximum : 25 Marks

*Answers should be focused.
Quote examples wherever necessary.*

Section A

1. Answer any *five* sub-questions. Each question carries 1 mark :
- Explain the concept of "The Customer Gap".
 - What is perceived risk in services ?
 - List out factors influencing predicted services.
 - How services marketers can delight their customers ?
 - What is a Service Encounter ? List out types of service encounters.
 - What is Relationship Marketing ?

(5 × 1 = 5 marks)

Section B

*Answer any two questions.
Each question carries 5 marks.*

- Explain the marketing mix for services with an example of a premium hotel or a speciality hospital.
- Which are the major service quality dimensions ? Explain with suitable example.
- Critically evaluate the role of service employees in delivery of a service.

(2 × 5 = 10 marks)

Section C (Compulsory)

5. Read the following case study and answer questions given at the end :

Case Study

Palace on wheels — A week in incredible India.

Indian Railways, encouraged by the spectacular success of high-end luxury train "Palace on wheels" has planned launch of several such trains in various parts of the country.

Palace on wheels, once the personal railway coaches of the erstwhile rulers of the princely states of Gujarat and Rajputana, the Viceroy of British India and the Nizam of Hyderabad, has been enacted to take domestic and foreign tourists on a journey into the past on a luxury train. Travelling on the famed "Palace on wheels" is one of the most memorable ways to explore India's stately splendour. It is an unparalleled experience to ride the replica carriages refurbished to look like the original saloons of the former Maharajas.

Turn over

The palace on wheels covering Rajasthan sector has been rated as one of the ten best luxurious train journeys in the world. The interiors of the current 14 saloons are authentic replicas of the historic coaches. Each saloon is equipped with twin-bedded cabins, each with channel music, intercom and attached baths with running hot and cold water and a shower.

The coaches are named after erstwhile princely states of Rajasthan, recalling bygone grandeur and pageantry. Everything matches, even the ambience which is totally soaked in the colourful tradition of the Rajasthani art. Panels and ceilings are covered with miniature and traditional motifs reflecting the pageantry of courtly life. Each saloon has a mini pantry and a lounge to ensure availability of beverages and refreshments and a place to relax and get together.

Before dinner, most fellow passengers meet at the well-stocked bar. The bar tender mixes cocktails and serves soft alcoholic beverages. Attached to the comfortable bar lounge are two equally exquisite restaurants, the Maharaja and the Maharani, respectively, with opulent draped curtains, elegantly crafted lights and stylish dinning which is among the highlights of the journey. Apart from the chef's special of the day, there is delicious choice of local Rajasthani, Chinese, and continental cuisine.

The staff is dressed in smart traditional attire to match the erstwhile majestic era. Employees are trained regularly to provide world-class hospitality to the guests to make their sojourn most memorable.

The strategy is to provide a unique lifetime experience to the tourists amazingly thrilling their senses. One of the foreign tourist remarked : "was it real or dream ? seven days of utter bliss in heaven of heavens, behold ! If I had not joined the tour, Rajasthan would have been a veiled land to me. This tour has revealed the magic, the romance and the essence of Rajasthan. The trip was fantastically organized. "POW" has inspired this poet from Seychelles to give form to a creation".

Though times have changed, and the winds have shifted, the Palace on wheels cruises along in royal style, the kind only the Majarajas of yester years could have perpetuated and enjoyed.

Questions :

- (a) Analyze the case study and bring out various issues relating to service design and delivery considered by Indian Railways in providing the "Palace on wheels" service to Indian and Foreign tourists.
- (b) Which aspects of customer satisfaction and customer delight are considered in providing service on "Palace on wheels" ?
- (c) Is there any scope for further improvisation of service to customers ? And how ?

(10 marks)

B 15—FINANCIAL MARKETS

Time : Three Hours

Maximum : 50 Marks

Answer all sections.

Marks are indicated against each section.

Section A

1. Answer any *ten* of the following. Each question carries 1 mark :

- (a) Physical Assets *vs.* Financial Assets.
- (b) Call Money Market.
- (c) Dematerialisation.
- (d) Underwriting.
- (e) Gree shoe option.
- (f) Auction Trading System.
- (g) BOLT.
- (h) Delisting.
- (i) SGL Account.
- (j) Contract Note.
- (k) Bonus Issue.
- (l) Margin Trading.

(10 × 1 = 10 marks)

Section B

Answer any four of the following questions.

Each question carries 5 marks.

- 2. What is Primary Market ? What factors should be considered by the investors in the primary market ? Explain.
- 3. What is Private Placement ? State reasons for companies preferring private placement as the most appealing method of floatation of securities.
- 4. Discuss critically the role played by SEBI in the financial market. Do you think that SEBI is effective in protecting the interests of investors ?
- 5. What do you mean by the term "listing" ? What are its features ? State the legal provisions relating to listing of securities.

Turn over

6. Write a short note on :

- (a) Money market instruments.
- (b) Prospectus.

(4 × 5 = 20 marks)

Section C

Answer any one of the following questions.

It carries 10 marks.

- 7. What are Financial Instruments ? How are they classified ? Briefly explain the different capital market instruments.
- 8. What is "Book building" as a method of offering securities ? Explain briefly the steps involved in it. Also state its advantages.

(1 × 10 = 10 marks)

Section D (Compulsory)

9. Answer the following question, which carries 10 marks :

Mr. ABC, at teacher, interested in investing his money in stock market. He wants to know about the internet trading as he prefers to deal in equity market online. As a financial market consultant, explain him the process of internet trading and procedure of becoming internet trader with necessary documents.

(10 marks)

B 16—DERIVATIVES MARKET

Time : Three Hours

Maximum : 50 Marks

Section A

1. Answer any *ten* out of twelve sub-questions. *Answer all the sub-questions at one place.* Each question carries 1 mark :

- (a) What is Risk transfer ?
- (b) What is a Derivative ?
- (c) What are swaps ?
- (d) What is margin call ?
- (e) What is open interest ?
- (f) What is tick size ?
- (g) What is long hedge ?
- (h) Explain calender spread.
- (i) What is European option ?
- (j) Explain put-call-parity.
- (k) What is optimum hedge ratio ?
- (l) What is cross hedge ?

(10 × 1 = 10 marks)

Section B

*Answer any four questions.
Each question carries 5 marks.*

- 2. What are the functions of derivatives ?
- 3. Describe marking to market by a suitable example.
- 4. A jute packing unit has planned production of 4300 kg. of jute to be sold six months later. The spot price of Jute is Rs. 1,900 per kg. and 6-m futures on the same is trading at Rs. 1,850 per kg. The price is expected to fall to as low as Rs. 1,700 per kg. six months later.

What can the Jute packing unit do to mitigate its risk of reduced profit ? If it decides to make use of future market what would be the effective realised price for its sale when the spot and futures price were Rs. 1,750 and Rs. 1,755 ?

- 5. What do you understand by index futures ? And explain benefits of index futures ?
- 6. Describe the features of interest rate swaps.

(4 × 5 = 20 marks)

Turn over

Section C

Answer any one question.

It carries 10 marks.

7. At NSE share of Reliance is trading at Rs. 2,100. A call option with strike of Rs. 2,100 with 3 months to expiry is trading at Rs. 26, while put option with the same strike is valued at Rs. 10. Draw a pay-off diagram for long position in stock, short position in stock, a call option and a put option.
8. How would you control the beta of a portfolio with futures ? What are other ways of doing so and what is the advantage of adjusting beta with index futures ?

(1 × 10 = 10 marks)

Section D (Compulsory)

Answer the question.

It carries 10 marks.

9. *Case Study :*

Nifty is currently at 4500. If the risk free interest rate is 8 % and continuous dividend yield on nifty is assumed at 3 %, what would be the value of 3 months put option with exercise of 4600 ? The volatility of nifty is placed at 25 % p.a.

(10 marks)

SECOND SEMESTER M.B.A. DEGREE (CBCS) EXAMINATION, 2014

Management

B 21—PERFORMANCE APPRAISAL AND COUNSELLING

Time : Three Hours

Maximum : 50 Marks

Answer all sections.

Figures to the right indicate marks

Section A

1. Answer any *ten* out of the following twelve. Each question carries 1 mark :

- (a) Define Performance Appraisal.
- (b) State the old objectives of Performance Appraisal.
- (c) What is role clarity ?
- (d) What is KPA ?
- (e) What are SMART goals ?
- (f) What is brainstorming ?
- (g) What is Counselling ?
- (h) What is a facilitating factor ?
- (i) What are performance targets ?
- (j) Who is the 1st Assessor in performance appraisal ?
- (k) What is a trait approach ?
- (l) What is critical incidents method ?

(10 × 1 = 10 marks)

Section B

Answer any four questions out of the following five.

Each question carries 5 marks.

- 2. What is self appraisal ? Explain its advantages and disadvantages.
- 3. What is Performance Analysis ? Briefly explain the methodology of Performance Analysis.
- 4. What is a performance target ? Assuming that you are a Finance manager, what can be your KRA and performance targets ? Explain.
- 5. Explain the advantages and disadvantages of Ranking method of performance appraisal.
- 6. Briefly explain the conditions for effective counselling.

(4 × 5 = 20 marks)

Turn over

Section C

*Answer any **one** out of the following two.*

It carries 10 marks.

7. Explain 360° appraisal with a neat block diagram. How is it advantageous over Peer method of appraisal ?
8. Write short notes on :
 - (i) MBO.
 - (ii) BARS.

(1 × 10 = 10 marks)

Section D

9. Solve the following case study :

Case : Performance Evaluation at DHR : Building a Foundation or Crumbling Ruins ?

DHR construction was managed by Richard Davis, operating manager and senior partner. Homes were built on-demand to customer specifications. Richard Davis was in charge of the financial management of the firm including working with suppliers, creditors, and subcontractors (obtaining bids and construction loans). Davis and Richard Hodgetts, the general partner, met on a weekly basis and communicated through phone calls and e-mail. The role of project foreman was delegated to either one of their subcontractors or a hired employee and, in the worst-case scenario, filled by a reluctant Hodgetts (who had a full-time job outside of the business and had minimal free time). DHR earned a reputation for honesty, promptness in paying bills, and professionalism—rare commodities for a small home builder in the area. However, DHR was also very demanding of suppliers—if you promised a job was going to be completed or supplies were going to be delivered by a certain date and you did not meet the deadline, you were going to hear from the firm. Repeated miscues would result in not being asked to bid on future projects.

Enter James Kennison

James Kennison was a successful corporate executive who was good with his hands; his main hobby and passion was working on his home. His mild-mannered, laid-back approach to life was perfect for the professional environment of his former firm, Micro Tech, a business that produced specialized electronic parts and gauges. Kennison left the corporate world when he became economically self-sufficient in order to simplify his life, reconnect with nature, and become, as he called it, “self-actualized”.

In order to keep busy, Kennison decided that he would put his passion for building to good use and hire himself out as an independent handyman/subcontractor. His aptitude, acumen, and even-tempered style made it very easy for Kennison to fit into any work crew that would hire him. After a few jobs, Kennison decided to work on his own and hired himself out as a finisher on home construction projects. It was in that capacity that Kennison was originally hired by Davis and Hodgetts to work as a subcontractor on the homes in their Mountain Trails project. Kennison's wit, charm, and polished demeanor sat well with Davis and Hodgetts, and he became a fixture at their weekly business meetings.

It was not surprising, then, that Davis and Hodgetts approached Kennison about taking over the position of contractor/foreman when a sudden vacancy occurred. Kennison had a plethora of experience, had a real head for business, and was respected by the other subcontractors as a fellow artisan, one who knew the work and was not afraid to get dirty doing it.

Although Kennison seemed open and honest in his dealings with Davis (with Kennison consistently indicating that all was going well), it didn't take more than a month before Davis realized that all was not going as planned. Davis's Gantt chart indicated that several homes were falling behind schedule with one of the homes failing inspection.

Evaluative Appraisal Interview : Cracks in the Drywall ?

Davis and Hodgetts talked about the situation at some length and decided that both of them needed to talk with Kennison at the next dinner meeting and find out exactly what was happening at the job site since Kennison hadn't commented on work delays or problems with the inspectors. At the meeting, Davis reiterated with Kennison what he thought were the job responsibilities, the important tasks to be accomplished, and the need to have open and candid communications between them. Kennison admitted that getting subcontractors to show up as scheduled was starting to become a problem and that he thought that the construction inspections would be quickly dealt with. He apologized for the delays and said that he would keep in better contact with Davis and let him know exactly what was happening, especially if there were any new problems. Davis reminded Kennison that he needed to keep a close watch on the subcontractors since they had a tendency to work for multiple builders simultaneously and therefore would jump from job to job. Kennison assured Davis and Hodgetts that he would manage the situation and that things would improve.

The talk with Kennison seemed to get things back on track. Kennison provided Davis with a list of the subcontractors to invite to their dinner meetings. When the issue was raised with these subcontractors about work scheduling, the subcontractors promised to do the best they could to perform the work as required. The next few days saw a flurry of activity at the work site as the subcontractors, guided by Kennison, tried to catch up with the construction schedule. The next inspection came off without a hitch.

Here's to the New Boss, Same as the Old Boss

After a few days, the subcontractors were back to their old routine of not showing up at the work site when planned. After a few weeks went by, Kennison tried to cover for the work not being done by the subcontractors but to no avail. The situation deteriorated when one of the home purchasers, who visited the work site, reported to Davis that their home was way behind schedule. After a quick talk with Kennison, several of the subcontractors had to be fired by Davis because they continued to not show up when scheduled without notification. Worse, now other subcontractors (e.g., painters) were quitting because the homes were not ready to work on.

Questions :

- (a) What appraisal method best describes how Davis and Hodgetts evaluated Kennison's work ?
- (b) Given your answer to Question 1, why do you believe that this method of appraisal did not produce long-lasting results in Kennison's ability to manage the subcontractors ?

Turn over

- (c) Assume that you are Davis and Hodgetts. What appraisal system would you use for Kennison? Why?
- (d) Evaluate how well Davis and Hodgetts prepared for and conducted the appraisal interview with Kennison.
- (e) Discuss "who" evaluated and "who" should be evaluating Kennison's performance. Explain why.

(10 marks)

(Pages : 3)

1319—II S ENG—(N)—CBCS—OE—May 2014

SECOND SEMESTER M.A. (New Scheme) DEGREE (CBCS) EXAMINATION, 2014

English

Paper 2.5—ENGLISH LANGUAGE PROFICIENCY (OEC)

Time : Three Hours

Maximum : 75 Marks

Answer all the questions.

Write the question numbers correctly.

- I. 1 In each word of the following one or two letters are in capitals. Write the IPA symbol it represents :

- (a) pUt, cUt.
- (b) bInd, kIng.
- (c) Enter, metEr.
- (d) Cat, Cent.
- (e) fAther, bAnk.

(5 × 1 = 5 marks)

- 2 Point out the right intonation given in the brackets.

- (a) What is your name ?
(rising / falling)
- (b) Will you help me please ?
(falling / rising)
- (c) Australia is the largest island in the world :
(falling / rising)
- (d) Make less noise.
(rising / falling)
- (e) He was in an appallingly bad temper.
(fall and rise / rise and fall)

(5 × 1 = 5 marks)

Turn over

II. 1 Mention the grammatical category of every word. We should profit by experience.

(5 marks)

2 Choose the correct verb form from those in brackets :

- (a) The sun ——— in the east. (rises, will rise)
- (b) I ——— to the cinema tonight. (am going, was going, have gone)
- (c) I ——— my work today. (finished, have finished, will have finished)
- (d) I ——— a house in Bombay in 1990. (purchased, have purchased, had purchased)
- (e) He ——— fast when the accident happened. (is driving, was driving, drove)

(5 × 1 = 5 marks)

III. 1 Rewrite the following sentences as instructed in the brackets :

- (a) 'Do you really come from China ?' Said the Prince.
(into indirect speech)
- (b) He said, 'Alas ! our enemies are too strong'.
(into indirect speech)
- (c) He said, 'we are all sinners'.
(into indirect speech)
- (d) He said that he had passed the exam.
(into direct speech)
- (e) He said he did not believe me.
(into direct speech)

(5 × 1 = 5 marks)

2 Rewrite the following sentences as instructed in the brackets :

- (a) Sita loves Savitri.
(into passive voice)
- (b) He will finish the work in a fortnight.
(into passive voice)
- (c) Who did this ?
(into passive voice)
- (d) He was praised by his father.
(into active voice)
- (e) The building was damaged by the fire.
(into active voice)

(5 × 1 = 5 marks)

IV. 1 Rewrite the following sentences as directed :

(a) The poor woman had seen happier days.

(Positive to Negative)

(b) He does not have any money.

(Negative to Positive)

(c) Small people love to talk of great men.

(Assertive to Interrogative)

(d) Have you brought any mangoes ?

(Interrogative to Assertive)

(e) My mother has passed away.

(Assertive to Exclamatory)

(5 × 1 = 5 marks)

2 Give two examples for Simple sentence, two examples for Compound sentence, and one example for Complex sentence.

(5 × 1 = 5 marks)

V. Comment on the appropriateness of the title 'A Shadow'.

(7 marks)

VI. Rusty does not say much about himself. What do we learn of his character from the story ?

(7 marks)

VII. Explain the narrator's fright at the end of the story "Green Parrots in a Cage".

(7 marks)

VIII. Analyse the old lady's attitude towards prayer in "The Parrot of a Lady".

(7 marks)

IX. Describe how the story "Let's Go Home" relates to children's fantasy.

(7 marks)

4210- B01 – IIS MBA (R) – M – 15

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2015

B-01: QUANTITATIVE METHOD – II

(New)

Time : 90 Minutes]

[Max. Marks : 25

*All Sections are compulsory.
Read Instructions given at each section.
Relevance illustrations must given wherever required.*

Section A – (Marks : $5 \times 1 = 5$)

1. Answer any **five** out of **seven** following sub-questions. Each question carries **one** mark.

- (a) Define VAM
- (b) What is principle of Optimality?
- (c) What are SLACK variables?
- (d) What do you mean by principle of duality?
- (e) What is sensitivity analysis?
- (f) What is degeneracy?
- (g) What is basic feasible solution?

Section B – (Marks : $2 \times 5 = 10$)

*Answer any **two** questions. Each question carries **five** marks.*

- 2. Describe the process of determining optimality in Transport Problem.
- 3. Explain the application of Operations Research in business.
- 4. A factory manufactures two types of radio sets (a) ordinary and (b) deluxe radio. 20 machines hour are needed to manufacture one ordinary radio and 60 machines hours are spent on one deluxe radio. Cost on an ordinary radio is Rs. 100 and that on a deluxe radio is Rs. 600. According to the government regulation atleast 3 ordinary and 2 deluxe radios have to be manufactured daily. Also due to a law of labour board not more than 320 machine hours are available in one day. If the capacity of the factory is to produce in all not more than 10 radios a day. Formulate the LPP.

[P.T.O.]

Section - C (Marks : 10)**(Compulsory)**

*Answer the following questions which carries 10 Marks.
Use Simplex method to solve the problem.*

5. Maximise $Z = 4x_1 + 10x_2$
Subject to the constraints,
 $2x_1 + x_2 \leq 50$
 $2x_1 + 5x_2 \leq 100$
 $2x_1 + 3x_2 \leq 90$
 $x_1, x_2 \geq 0$
-

4223 - B15 - IIS MBA(R) - M - 15

SECOND SEMESTER MBA (CBCS) DEGREE EXAMINATION MAY 2015

MANAGEMENT

B15: FINANCIAL MARKETS

Time : 3 Hours]

[Max. Marks : 50

(i) Answer all Sections.

(ii) Marks are indicated against each section.

Section – A (Marks: $10 \times 1 = 10$)

*Answer any **ten** out of **twelve** of the following sub-questions.*

*Each question carries **one** mark.*

- (a) What do you understand by Financial System?
- (b) What is meant by Book Building Process?
- (c) Who are Depositories?
- (d) Define a Prospectus.
- (e) Differentiate between Arbitrators and Speculators.
- (f) What is a Contract Note?
- (g) Define Dematerialization.
- (h) What is ASBA?
- (i) Distinguish between CPs & CDs.
- (j) What do you understand by Rolling Settlement?
- (k) What is a Price Band?
- (l) Define Insider Trading.

Section B – (Marks: $4 \times 5 = 20$)

*Answer any **four** of the following questions. Each questions carries **five** marks.*

- 2. What are the constituents of Indian Capital Market? Write a note on the structural transformation witnessed in the Indian Capital Market.
- 3. What do you understand by Dematerialization of securities? Discuss its advantages and the process involved for this purpose.

[P.T.O.]

4. Write a short note on: (a) Listing of Securities, and (b) S.E.B.I.
5. "The Stock Exchange is an essential pillar of the private sector corporate economy." Discuss this statement bringing out the role and functions played by these exchanges in the process of capital formation and in mobilising resources for the corporate sector.
6. Suppose X, Y, and Z are clients of ABC Broking firm. X buys 100 ONGC shares @ Rs. 305 per share and sells 75 shares @ Rs. 310 per share on 31.03.2015. On the same day, he took a long position in Infosys of 800 shares @ Rs. 2200 per share and sold 100 @ Rs. 2250 per share. He also bought 600 Hindalco @ Rs. 132 and sold 500 of them @ Rs. 135 per share. Y bought 800 Infosys and 500 Hindalco and sold 400 ONGC, 700 Infosys and 600 Hindalco at the above prices. Z bought 500 ONGC, 800 Infosys and 1200 Hindalco at the above prices.
 - (a) Determine ABC Broking firm's obligations in terms of securities, and
 - (b) Calculate ABC Broking firm's obligations in terms of funds.

Section C – (Marks: 1 × 10 = 10)

Answer any one of the following question. This carries ten marks.

7. Explain various types of securities available in money market with suitable examples. What are the reasons for slow growth of money market in India? Suggest measures for development of money market.
8. What is a New Issues Market? What are the features? Discuss briefly the different methods of marketing of new issues with their merits and limitations.

Section D – (Marks: 1 × 10 = 10)

(Compulsory)

9. *Answer the given below question. This carries ten marks.*

A team of MBA students from Hubli-Dharwad Management Institute visited National Stock Exchange. Students are keenly interested to know about Nifty, circuit breaker, circuit filter, block and bulk deal. As a member of NSE, answer the following questions:

- (a) What do you mean by Nifty?
 - (b) Nifty was closed at 8341.40 on 31st March 2015, when circuit breaker will be applied in NSE?
 - (c) ITC is trading at Rs. 317 on 31st March 2015, when circuit filter will be applied to ITC?
 - (d) Sunpharma is a listed company in NSE. 20 lakhs shares of Sunpharma are available for trading in market. Explain the concept of bulk deal. What will be the quantum of shares which will constitute bulk deal of Sunpharma?
 - (e) Explain the concept of block deal with suitable example.
-

4222 – B14 – IIS MBA (R) – M – 15

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2015

SERVICES MARKETING

Time : 1½ Hours]

[Max. Marks : 25

Section A – (Marks : $5 \times 1 = 5$)

1. Answer any **five** sub-questions. Each question carries **one** mark:
 - a) What are services ?
 - b) What is the difference between desired service and adequate service ?
 - c) What is ACSI ?
 - d) What is retention marketing ?
 - e) What is service recovery ?
 - f) What is zone of tolerance ?

Section B – (Marks : $2 \times 5 = 10$)

Answer any two questions. Each carries five marks.

2. Discuss the benefits to a company having an effective service recovery strategy.
3. What is customer satisfaction and why is it so important?
4. What factors influenced your expectations of joining MBA course ?

Section C – (Marks : 10)

(Case Study)

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

The Mayo Clinic in the United States is more than 100 years old and one of the most respected names in healthcare globally. It is consistently listed among the top hospitals in the United States and is known for its collaborative healthcare model, high levels of service, and position in the forefront of medicine. Following its innovative traditions, Mayo established its Center for Innovation (formerly the SPARC Innovation Lab) to focus on testing and evaluating new practices in healthcare delivery. While medical and technological advances have changed the face of healthcare dramatically over the past 50 years, the same is not necessarily true of the way healthcare is delivered to patients. Everything from patient exam rooms to the patient's waiting experience has changed relatively little in comparison to scientific advances in medicine. Mayo recognised this and determined it should again be in the forefront of innovation - this time in the processes and practices of healthcare delivery.

The Center for Innovation has become a testing ground for all types of service and delivery innovations at Mayo - innovations that are intended to enhance the patient's experience and that have potential health benefits. Working with the design firm IDEO Mayo designed an experimental lab at its Rochester, Minnesota, facility, where service innovations can be tested

[P.T.O.]

with real patients and real Mayo doctors and staff before they are introduced into the clinics. The lab is set up as an actual clinic within Mayo facility, and experiments are conducted with the doctors and patients (of course, with their prior knowledge and consent). The glass walls in the lab reveal inner offices and show support staff working and doctors and patients interacting, thus allowing direct observation of experimental services. The space is highly flexible, so that exam rooms, common spaces, walls, furniture, and computers can be moved around to test different configurations and services.

Within the Center for Innovation, researchers focus on complex and important issues for the healthcare industry in general, with the overarching principle of "patient-centered design". For example, here are some of the topics they have explored and "re-imagined" - the term they use for service improvement and futuristic innovation.

- a) What would integrated healthcare look like from the patient's perspective ?
 - b) What is the relationship among communication, understanding, and satisfaction for the patient ?
 - c) How could exam rooms be reconfigured for a better patient experience and to improve patient-doctor communication ?
-

4224 – B16 – IIS MBA (R) – M – 15

SECOND SEMESTER MBA (CBCS) DEGREE EXAMINATION, MAY 2015

B-16: DERIVATIVES MARKETS

(New)

Time : 3 Hours]

[Max. Marks : 50

All Sections are compulsory.

Read instructions given at each section.

Relevance illustrations must be given wherever required.

Section – A (Marks: $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** following sub-questions. Each question carries **one** mark.

- (a) What is the principle of contango?
- (b) Define stock derivatives.
- (c) What are collars and caps?
- (d) What is Margin requirement?
- (e) Define Commodity Derivatives.
- (f) What is option Delta?
- (g) Define Hedge Ratio.
- (h) Define VaR.
- (i) What is Butterfly Spread?
- (j) Define OTCEI.
- (k) What are ETD contracts?
- (l) What are Swaptions?

Section – B (Marks: $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

2. In July a British Company secures an order which will require borrowing of £ 500,000 for working capital for three months from September. The company borrowing rate is 1% above LIBOR. It is apprehensive that interest rates will rise before then and hedges the risk in the short sterling futures market. Interest rates (3months LIBOR) turn out to be as follows;
- July 8.5%
- September 8.25%
- September 30 8.00%. Determine Optimal Payoff by taking interest rate futures position.

[P.T.O.]

3. What are the assumptions on which binomial equation is based?
4. What are the requirements for an exchange to meet for providing trading platforms on Commodity Derivatives?
5. Can forward contracts become more like futures contracts if they adopt mark to market practices and move to centralised clearing, netting and collateral management?
6. What are the various derivatives instruments available for trading in Indian Capital markets? Explain them briefly.

Section – C (Marks: $1 \times 10 = 10$)

*Answer any **one** question which carries **ten** marks.*

7. A stock price is currently \$ 40. Over each of the next two to three months periods it is expected to go up by 10% or down by 10%. The risk free rate of interest is 12% per annum with continuous compounding.
 - (a) What is the value of a 6 month European put option with a strike price of \$ 42.
 - (b) What is the value of a 6 month American put option with a strike price of \$ 42.
8. "Do hedgers and speculators in the market". Critically evaluate the statement and stating the role performed by them in Indian Capital Market.

Section – D (Marks:10)

(Compulsory)

*Answer the following questions which carries **10** marks.*

9. Calculate the value of cap on the three month LIBOR rate in nine month time for a principle amount of \$ 1000. Use Black's model and the following information:
Quoted nine month Euro-dollar futures price = 92.
Interest rate volatility implied by a nine month Euro dollar option = 15% per annum.
Current nine month interest rate with continuous compounding 7.5% per annum
Cap rate = 8% per annum.
-

4229 – B21 – IIS MBA (R) – M – 15

SECOND SEMESTER M.B.A (CBCS) DEGREE EXAMINATION, MAY 2015

B-21: PERFORMANCE APPRAISAL & COUNSELLING

(New)

Time : 3 Hours]

[Max. Marks : 50

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section – A (Marks: $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** marks.

(a) Define Performance Management.

(b) What is competency mapping?

(c) What is K.P.A's?

(d) What is K.R.A's?

(e) Define 360 feedback.

(f) What is self appraisal?

(g) What is HR Audit?

(h) Define M.B.O.

(i) What is B.A.R.S?

(j) What is Effectiveness?

(k) What is Balanced Score Card?

(l) Define job specification.

Section – B (Marks: $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

2. Performance management as a key function of any organisation. What are the prerequisites in implementing the system?
3. Design a performance plan using KPA's and KRA's for a sales team of automobile company.

[P.T.O.]

4. What are the essentials of designing and implementing Balanced Score Card?
5. As a HR Manager when will you implement appraisal system in 50-year old conventional company. What process will you follow in designing a new system?
6. Explain the role of a counsellor and need and relevance for counselling in P.A System.

Section – C (Marks: $1 \times 10 = 10$).

Answer any one question which carries ten marks.

7. Design a appraisal format for a reputed B-School based on 360° system.
8. What are the challenges in implementing the Performance Management systems in creative and innovation based organisation?

Section – D (Marks 10)

Compulsory

(Case Study/Problem)

9. Mr C.S. Sharma joined the Indian Institute of Technology in 2000 – a premier educational institution in the country imparting higher level education in technology. His job demands higher level and latest knowledge, higher level teaching skill, and other skills in introducing and practising different teaching methods and bringing co-ordination between the institute and industry. The institute implemented the pay scales in 1996, recommended by the University Grants Commission which were at par with the pay scales of teachers in Universities and Colleges. The demands of the jobs in Universities and Colleges are quite low compared to those of the Institute.

The pay of Mr Sharma has been fixed at that level of Mr. Singh, who joined the Institute in 2004 as the University Grants Commission, did not recommend any weightage for the teachers who put up less than five year's experience. Mr. Shastri was quite unhappy over the parity of salary of the teachers of the Institute with those of University teachers and college teachers on the one hand and equalising his pay with his junior Mr Singh on the other hand.

The Institute again revised the pay scales of the teachers in 2006, based on the pay scales recommended by the University Grants Commission in 2006. University Grants Commission again maintained parity in pay scales of Institute teachers, University teachers and College teachers. The pay scale of Mr Sharma was revised and it was fixed at Rs. 29,400 which was equal to the pay of Mr. Singh, Mr. Kulkarni who joined the Institute in 2006 and Mr. Prasad who joined the Institute in 2007.

Mr. Sharma rushed to the chambers of the Director of the Indian Institute of Technology on 20th July, 2007 and told him he was quitting the job in the Institute and he was going to join Degree College, at Rajahmundry. He further said that he was going to get the same salary in a small town. The Director was shocked after listening to Mr. Sharma.

Questions

- a) Do you justify the decision made by Mr. Sharma?
 - b) Do you suggest any measures to stop Mr. Sharma from quitting the job?
 - c) Do you think that there is something wrong with the Institute pay practices and the University Grants Commission's recommendations? If yes, what are they? How do you rectify them?
-

4319-IIS ENG(N) – C – OE – M – 15



II SEMESTER M.A. (NEW) (CBCS) DEGREE EXAMINATION,
MAY/JUNE 2015

ENGLISH (OEC)

Paper – 2.5 : Language Through Literature

Time : 3 Hours]

[Max. Marks : 75

Instructions : 1) Attempt *all* the *five* questions.
2) *All* questions carry *equal* marks.

1. a) Write an essay on classicism.

OR

b) Give an account of the salient features of Romanticism.

OR

c) Explain in detail the concept of 'Post Colonialism'.

OR

d) Comment on the main issues discussed under feminism.

15

2. a) Comment on the nature of true love as depicted in Shakespeare's
"Sonnet 116".

OR

b) Write a critical appreciation Words Worth's "Daffodils".

OR

c) Critically analyse the theme of Shelley's "Ozymandias".

OR

d) Comment on the theme of immortality of art as depicted in "Ode on a
Grecian Urn".

15

[P.T.O.]



3. a) What are the issues underlined in Rajaram Mohan Roy's "Letter to Lord Amherst".

OR

- b) Write a note on the style of Rajaram Mohan Roy's "Letter to Lord Amherst."

OR

- c) What are the main issues highlighted in Meenakshi Mukherjee's essay "The Anxiety of Indianness".

OR

- d) Write a note on the stylistic qualities of Meenakshi Mukherjee's essay "The Anxiety of Indianness".

15

4. a) Comment on the use of Mythology by Shashi Deshpande to depict the state of women.

OR

- b) Shashi Deshpande's "Stone Women" is a critique of patriarchy. Discuss.

OR

- c) How does Manto's "Toba Teksingh" bring to light the sufferings of people during partition ?

OR

- d) Write a note on the style of Hasan Sadat's Manto's short story "Toba Teksingh."

15

5. Write short notes on **any three** of the following :

- a) Gender inequality
- b) Colonialism
- c) John Keats
- d) Hasan Sadat Manto
- e) Meenakshi Mukherjee
- f) Short story.

(3×5=15)

2490 – B20 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2016

B20: LEGAL ENVIRONMENT AND INDUSTRIAL RELATIONS

Time : 3 Hours]

[Max. Marks : 50

Note: All sections are compulsory. Read instructions given at each section. Relevant illustrations must be given wherever required

Section-A

(Marks: 10 x 1 = 10)

1. Answer any ten sub-questions. Each question carries one mark.

- a) Lockout vs closure
- b) Industrial democracy
- c) Works committee
- d) Industrial relations
- e) Quality circle
- f) Working hours as per Factories Act
- g) Eligibility for gratuity
- h) Impact of enactments on Indian business
- i) Benefits of Gratuity Act
- j) Unauthorized deductions according to Wages Act
- k) ILO
- l) Benefits of PF Act

Section - B

(4x5 =20)

Answer any four questions, each question carries five marks

Q. No.2 Discuss various provisions enumerated in the Factories Act related to labour welfare.

Q. No.3 Define the term grievance. What are the essential features of grievance procedure?

Q.No.4 What are the characteristics of collective bargaining?

Q. No.5 Define discipline. Enumerate various stages of disciplinary procedure.

Q.No.6 What do you mean by workers' participation in management. Discuss benefits of workers' participation.

[P.T.O.]

Section – C**(1x10=10)**

Answer any one question, which carries ten marks.

Q. No.7 What is an industrial dispute? How does it adversely affect the workers, the management and the nation as a whole?

Q.No.8 Is trade union influence on the decline? Support your answer with arguments and examples.

Section – D

Q.No.9 Read the following case and answer questions given at the end.

(1x10=10)

Mr. Nandkishore is a workman employed in the despatch department of a cement factory. The factory is located in one of the towns of a politically sensitive state. It employs about 1,500 employees besides the managerial staff. The annual turnover of the company is around Rs.150 crores and its capacity utilisation is 75 per cent.

The factory has three unions besides a security staff association and a management association. For eight years only one union has been recognised, on the basis of its 'claim' that it has the largest following of workmen. Continued recognition of a single union led to strained relations between the two unrecognised unions and the management and also among the unions themselves.

Mr. Nandkishore is an office bearer of one of the unrecognised unions. The industrial relations situation in the factory has been fluctuating from periods of harmony to periods of disturbances.

On December 10, 1988, Mr. Nandkishore fell down from the ladder, while working during the second shift. The accident resulted in serious injury to his right arm. He was admitted in a government hospital for treatment. An accident report was sent to the commissioner under Workmen's Compensation Act, to determine the amount of compensation, if any to be paid to Mr. Nandkishore for the loss and payment of any advance to the injured workman for covering medical expenses. It also stated that the above amount may be deducted from the compensation which Mr.Nandkishore may get, according to the commissioner's decision. The management paid Rs. 3000 as advance, after obtaining a written undertaking from the union that this amount will be deducted from the compensation payable. The union also agreed to this condition. It also arranged for the release of Rs. 2000 from the Labour Welfare Fund.

The medical officer treating the workman submitted a report in February, 1989. The medical report did not mention any kind of disablement (Full / partial, Temporary/Permanent) to the workman. The commissioner, after processing the case and studying the report ruled that the workman. Mr. Nandkishore shall be paid only half-monthly wages for these two months against his request for compensation as there was no permanent or partial disablement.

On receipt of this report from the Commissioner, the management asked the workman to repay Rs. 3000 given as an advance and requested the union to do the needful in this regard. The union, however, contended that since the accident occurred during and in the course of employment, the management must treat it as ex-gratia payment and that it should not demand its repayment as the money was used for treatment. The management,

however pointed out that at the time of taking advance, both the union and workman had agreed that this amount will be recovered from the compensation payable and since no compensation is payable, the workman should pay back the advance. The management further pointed out that it cannot waive the recovery of the above advance as it is bound by the rules.

The union, however insisted that management should not proceed on the recovery of advance from the workman. The management also heard rumours that the said union may stage a “show down” over this issue.

Questions:

- a) What is the problem in the case?
 - b) Analyse the causes which led to the problem.
 - c) How should one deal with such a situation?
-

2491 – B21 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A. DEGREE EXAMINATION, MAY 2016

B21: PERFORMANCE APPRAISAL AND COUNSELLING

Time : 3 Hours]

[Max. Marks : 50

Section A

Q.No.1 Answer any ten out of the following 10 x 1 =10 Marks

- a. Define Performance
- b. What is KRA ?
- c. Mention any four objectives of Performance appraisal
- d. What is role clarity ?
- e. What are SMART goals ?
- f. What is Balanced score card?
- g. What is MBO ?
- h. what is counselling ?
- i. What is 360 Degree appraisal ?
- j. What is Focus Matrix ?
- k. What is BARS?
- l. What is HR accounting?

Section B

Answer any four out of the following 4 x 5 =20 Marks

Q.No.2 Explain the need and purpose of performance appraisal

Q.No.3 What is Key Business Process? Explain in brief the KPA in performance appraisal ?

Q.No. 4 What is MBO? Explain with suitable example

Q.No. 5 Explain Self appraisal ?

Q.No.6 Write short note on role clarity and accountability.

[P.T.O.

Section C**Answer any one out of the following****1 x 10 = 10 Marks**

Q.No. 7. Explain various methods of Performance appraisal with suitable example.

Q.No. 8. What is Appraisal proforma ? Develop a model proforma for conduction performance appraisal for your college teachers.

Section D**Q9 Solve the following case****10 Marks**

Performance Evaluation at DHR: Building a Foundation or Crumbling Ruins?

DHR Construction was managed by Richard Davis, operating manager and senior partner. Homes were built on-demand to customer specifications. Richard Davis was in charge of the financial management of the firm including working with suppliers, creditors, and subcontractors (obtaining bids and construction loans). Davis and Richard Hodgetts, the general partner, met on a weekly basis and communicated through phone calls and e-mail. The role of project foreman was delegated to either one of their subcontractors or a hired employee and, in the worst-case scenario, filled by a reluctant Hodgetts (who had a full-time job outside of the business and had minimal free time).

DHR earned a reputation for honesty, promptness in paying bills, and professionalism—rare commodities for a small home builder in the area. However, DHR was also very demanding of suppliers—if you promised a job was going to be completed or supplies were going to be delivered by a certain date and you did not meet the deadline, you were going to hear from the firm. Repeated miscues would result in not being asked to bid on future projects.

Enter James Kennison

James Kennison was a successful corporate executive who was good with his hands; his main hobby and passion was working on his home. His mild-mannered, laid-back approach to life was perfect for the professional environment of his former firm, MicroTech, a business that produced specialized electronic parts and gauges. Kennison left the corporate world when he became economically self-sufficient in order to simplify his life, reconnect with nature, and become, as he called it, "self-actualized."

In order to keep busy, Kennison decided that he would put his passion for building to good use and hire himself out as an independent handyman/subcontractor. His aptitude, acumen, and even-tempered style made it very easy for Kennison to fit into any work crew that would hire him. After a few jobs, Kennison decided to work on his own and hired himself out as a finisher on home construction projects. It was in that capacity that Kennison was originally hired by Davis and Hodgetts to work as a subcontractor on the homes in their Mountain Trails project. Kennison's wit, charm, and polished demeanor sat well with Davis and Hodgetts, and he became a fixture at their weekly business meetings.

It was not surprising, then, that Davis and Hodgetts approached Kennison about taking over the position of contractor/foreman when a sudden vacancy occurred. Kennison had a plethora of experience, had a real head for business, and was respected by the other subcontractors as a fellow artisan, one who knew the work and was not afraid to get dirty doing it.

Although Kennison seemed open and honest in his dealings with Davis (with Kennison consistently indicating that all was going well), it didn't take more than a month before Davis realized that all was not going as planned. Davis's Gantt chart indicated that several homes were falling behind schedule with one of the homes failing inspection.

Evaluative Appraisal Interview: Cracks in the Drywall?

Davis and Hodgetts talked about the situation at some length and decided that both of them needed to talk with Kennison at the next dinner meeting and find out exactly what was happening at the job site since Kennison hadn't commented on work delays or problems with the inspectors. At the meeting, Davis reiterated with Kennison what he thought were the job responsibilities, the important tasks to be accomplished, and the need to have open and candid communications between them. Kennison admitted that getting subcontractors to show up as scheduled was starting to become a problem and that he thought that the construction inspections would be quickly dealt with. He apologized for the delays and said that he would keep in better contact with Davis and let him know exactly what was happening, especially if there were any new problems. Davis reminded Kennison that he needed to keep a close watch on the subcontractors since they had a tendency to work for multiple builders simultaneously and therefore would jump from job to job. Kennison assured Davis and Hodgetts that he would manage the situation and that things would improve.

The talk with Kennison seemed to get things back on track. Kennison provided Davis with a list of the subcontractors to invite to their dinner meetings. When the issue was raised with these subcontractors about work scheduling, the subcontractors promised to do the best they could to perform the work as required. The next few days saw a flurry of activity at the work site as the subcontractors, guided by Kennison, tried to catch up with the construction schedule. The next inspection came off without a hitch.

Here's to the New Boss, Same as the Old Boss

After a few days, the subcontractors were back to their old routine of not showing up at the work site when planned. After a few weeks went by, Kennison tried to cover for the work not being done by the subcontractors but to no avail. The situation deteriorated when one of the home purchasers, who visited the work site, reported to Davis that their home was way behind schedule. After a quick talk with Kennison, several of the subcontractors had to be fired by Davis because they continued to not show up when scheduled without notification. Worse, now other subcontractors (e.g., painters) were quitting because the homes were not ready to work on.

Questions

1. What appraisal method best describes how Davis and Hodgetts evaluated Kennison's work?
 2. Given your answer to Question 1, why do you believe that this method of appraisal did not produce long-lasting results in Kennison's ability to manage the subcontractors?
 3. Assume that you are Davis and Hodgetts. What appraisal system would you use for Kennison? Why?
 4. Evaluate how well Davis and Hodgetts prepared for and conducted the appraisal interview with Kennison.
 5. Discuss "who" evaluated and "who" should be evaluating Kennison's performance. Explain why.
-

2492 – B22 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A. DEGREE EXAMINATION, MAY 2016

MANAGEMENT

B22: LEADERSHIP STYLE

Time : 1.5 Hours

[Max. Marks : 25]

Section – A

1. Answer any 5 sub questions. Each sub-question carries one mark. (5X1=5)

- a) Define leadership?
- b) What is creative thinking?
- c) What skills should a leader possess?
- d) Define Participative Leadership?
- e) What are the characteristics of a boss?
- f) Who is the CEO of Microsoft Corporation?

Section – B

Answer any 2 questions, each question carries 5 marks. (2X5=10)

- 2. What are the challenges faced by leaders in current years?
- 3. Write in detail about Transactional Leadership?
- 4. What are the advantages of technology for a leader?

Section – C

Read the following case and answer the questions given at the end. (1X10=10)

Suresh who hold the position of Sales Manager and has 18 years of experience was tipped to take over from Anand as the VP Marketing. However, a sudden loss of form and Suresh's failure saw the top management turn towards then rising Vijay who is Brand Manager and has 15 years of experience. Both have proved their mettle over and over again.

With this, the seeds were sown for what is being witnessed and has led to a complete breakdown in Vijay and Suresh's relationship what is now being termed as the beginning of the end. When in full flow, both Suresh and Vijay are considered among the most able employees. However, the aggressive duo has been at the loggerheads threatening the very structure of the company.

[P.T.O.]

While Vijay holds the seniors, including Suresh, responsible for his compulsion to adopt the ongoing change in the team, Suresh has been trying to prove his VP (Vijay) wrong by working and overachieving. Vijay considered Rohit instead of Suresh to be included in the presentation team for the new client. The inclusion of Rohit for the saw their relationship sours further. This has lead to a unsaid tussle between branding and sales team. The top management has to intervene and stop the feud going between Suresh and Vijay.

Questions:

- a. If you were the top management, was it the right thing for you to choose Vijay over Suresh for VP position. Support your answer?
 - b. What would you do if you were in Vijay's place, and did not want any problem in the entire department?
-



SECOND SEMESTER P.G. (CBCS) DEGREE EXAMINATION, MAY/JUNE 2016

SWAMI VIVEKANANDA STUDIES

Human Resource Development and Professional Skills (OEC)

Time : 3 Hours]

[Max. Marks : 75

Instructions : 1) Answer *all* the *five* questions.

2) **Marks** are indicated against **each** question.

1. a) Describe HRD and explain its importance in professional development. 15

OR

- b) Explain the psychological development and its significance for development of individual. 15

2. a) What is social development ? Explain the roles of different factors in its development. 15

OR

- b) What is spirituality ? Explain the process of spiritual development. 15

3. a) Explain the process of personality development. 15

OR

- b) Discuss the role of positive thinking in development of effective personality. 15

4. a) What is attitude ? Explain the nature and change of attitude. 15

OR

- b) Describe the importance of group discussion as a technique in Management. 15

[P.T.O.]



SVSE

5. Write short notes on the following :

a) Need hierarchy theory.

8

b) Any four life skills.

7

OR

c) Emotional intelligence.

8

d) Vivekananda – A spiritual leader.

7

ಕನ್ನಡ ಆವೃತ್ತಿ

ಸೂಚನೆಗಳು : 1) ಎಲ್ಲಾ ಐದು ಪ್ರಶ್ನೆಗಳನ್ನು ಉತ್ತರಿಸಿ.

2) ಪ್ರತಿ ಪ್ರಶ್ನೆಯ ಎದುರಿಗೆ ಅಂಕಗಳನ್ನು ಸೂಚಿಸಲಾಗಿದೆ.

1. ಅ) ಮಾನವ ಸಂಪನ್ಮೂಲ ಅಭಿವೃದ್ಧಿಯನ್ನು ವರ್ಣಿಸಿ ಮತ್ತು ವೃತ್ತಿ ಬೆಳವಣಿಗೆಯಲ್ಲಿ ಇದರ ಮಹತ್ವವನ್ನು ವಿವರಿಸಿ.

15

ಅಥವಾ

- ಬ) ಮನೋವೈಜ್ಞಾನಿಕ ಬೆಳವಣಿಗೆಯನ್ನು ವಿವರಿಸಿ ಮತ್ತು ಮಾನವ ಅಭಿವೃದ್ಧಿಯಲ್ಲಿ ಇದರ ಮಹತ್ವವನ್ನು ವಿವರಿಸಿ.

15

2. ಅ) ಸಾಮಾಜಿಕ ಬೆಳವಣಿಗೆ ಎಂದರೇನು ? ಇದರ ಬೆಳವಣಿಗೆಯಲ್ಲಿ ವಿವಿಧ ಕಾರಕಗಳ ಪಾತ್ರವನ್ನು ವಿವರಿಸಿ.

15

ಅಥವಾ

- ಬ) ಆಧ್ಯಾತ್ಮಿಕತೆ ಎಂದರೇನು ? ಆಧ್ಯಾತ್ಮಿಕ ಬೆಳವಣಿಗೆಯ ಪ್ರಕ್ರಿಯೆಯನ್ನು ವಿವರಿಸಿ.

15

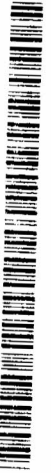
3. ಅ) ವ್ಯಕ್ತಿತ್ವ ಬೆಳವಣಿಗೆಯ ಪ್ರಕ್ರಿಯೆಯನ್ನು ವಿವರಿಸಿ.

15

ಅಥವಾ

- ಬ) ಪರಿಣಾಮಕಾರಿ ವ್ಯಕ್ತಿತ್ವ ಬೆಳವಣಿಗೆಯಲ್ಲಿ ಸಕಾರಾತ್ಮಕ ಚಿಂತನೆಯ ಪಾತ್ರವನ್ನು ಚರ್ಚಿಸಿ.

15



4. ಅ) ಮನೋವೃತ್ತಿ ಎಂದೇನು? ಮನೋವೃತ್ತಿಯ ಸ್ವರೂಪ ಮತ್ತು ಬದಲಾವಣೆ ಕುರಿತು ವಿವರಿಸಿ. 15

ಅಥವಾ

- ಬ) ನಿರ್ವಹಣೆಯಲ್ಲಿ ಗುಂಪು ಚರ್ಚೆ ಒಂದು ತಂತ್ರವಾಗಿ ಅದರ ಮಹತ್ವವನ್ನು ವರ್ಣಿಸಿ. 15

5. ಈ ಕೆಳಗಿನವುಗಳಿಗೆ ಲಘು ಟಿಪ್ಪಣಿ ಬರೆಯಿರಿ:

ಅ) ಶೈಕ್ಷಣಿಕ ಅವಶ್ಯಕತೆಗಳ ಸಿದ್ಧಾಂತ.

ಬ) ಯಾವುದಾದರೂ ನಾಲ್ಕು ಜೀವನ ಕೌಶಲ್ಯಗಳು. 8

7

ಅಥವಾ

ಕ) ಸಂವೇಗಾತ್ಮಕ ಬುದ್ಧಿಮತ್ತೆ.

ಡ) ವಿವೇಕಾನಂದ-ಒಬ್ಬ ಆಧ್ಯಾತ್ಮಿಕ ಗುರು. 8

7

2471 – B01 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A. DEGREE EXAMINATION, MAY 2016

MANAGEMENT

B-01: QUANTITATIVE METHODS-II

Time : 1.5 Hours]

[Max. Marks : 25

Note: Answer all the sub questions at one place.

Section A

1. Answer any **five** sub questions, each sub question carry **one** mark. $5 \times 1 = 5$
- (a) Define Matrix form of LPP.
 - (b) What is optimum solution?
 - (c) What is Sensitivity analysis?
 - (d) What is Net Evaluation?
 - (e) State the procedure for Vogel Appromixation Method for determining initial basic feasible solution.
 - (f) How do you convert a maximization type of Transportation problem to Minimisation type?

Section B

*Answer any **two** questions, each question carries **five** marks.*

2. Explain business applications of operations research with suitable examples. $2 \times 5 = 10$
3. A company is spending Rs. 1,000 on transportation of its units from three plants of four distribution centers. The supply and demand of units, with unity cost of transportation are given as:

		Distribution Centers				Availability
		D ₁	D ₂	D ₃	D ₄	
	P ₁	16	30	50	12	7
Plant	P ₂	70	30	30	60	10
	P ₃	30	10	60	20	18
Requirements		5	8	7	15	

Obtain initial basic feasible solution by Least cost Method and find out how much can be saved on the transportation expenses, test optimality.

[P.T.O.]

4. Obtain optimum assignment for the following problem:

	Jobs				
		J1	J2	J3	J4
Workers	W1	15	20	31	27
	W2	14	16	20	15
	W3	22	24	27	19
	W4	17	15	9	12

Section C

5. Solve the following case:

10

XYZ factory manufactures two articles A and B. To manufacture the article A, a certain machine has to be worked for 1.5 hours and in addition a craftsman has to work for 2 hours. To manufacture the article B, the machine has to be worked for 2.5 hours and in addition the craftsman has to work for 1.5 hours. In a week the factory can avail of 80 hours of machine time and 70 hours of craftsman's time. The profit on each article A is Rs. 50 and that on each article B is Rs. 40. If all the articles produced can be sold away, find how many of each kind should be produced to earn the maximum profit per week.

- Formulate the problem as LP model.
- Determine the optimum product mix using Graphical Method.

2472 – B02 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2016

MANAGEMENT

B02: FINANCIAL MANAGEMENT

Time : 90 Minutes]

[Max. Marks : 25

Instructions: i) Answer all sections. ii) Marks are indicated against each section.

SECTION - A

1. Answer any 5 of the following sub-questions. Each sub-question carries **One Mark**. (5x1=5)

- (a) What do you understand by Financial Management?
- (b) Distinguish between IRR and PI.
- (c) What is Weighted Average Cost of Capital for any firm?
- (d) Define Combined Leverage.
- (e) What is an Operating Cycle?
- (f) What is the significance of Profit Planning for any firm?

SECTION – B

Answer any 2 of the following questions. Each question carries **Five Marks**. (2x5=10)

- 2. What is Capital Budgeting? Explain the merits and demerits of different techniques of evaluating the investment projects.
- 3. (a) Define the term Capital Structure. Discuss the determinants of Capital Structure Decisions.
(b) XY Ltd has taken loans worth Rs.8 lakhs, bearing an interest of 9%. The total market value of all its shares is Rs.15,00,000 and the PAT is Rs.5,00,000. The firm computes its cost of equity on the basis of the PAT/Market Value of Shares ratio. The firm is in the income tax bracket of 40%. Work out the Weighted Average Cost of Capital.
Also work out the Weighted Average Cost of Capital if the cost of borrowing moves up to 10%, and the income tax rate to 35%, all other things remaining the same.
- 4. (a) Explain the Walter's Model of dividend decisions.
(b) The EPS of a company are Rs.10. It has an IRR of 15% and the capitalization rate of its risk class is 12.5%. If Walter's model is used: (i) What should be the optimum payout ratio of the firm? (ii) What would be the price of the share at this payout? (iii) How shall the price of the share be affected if a different payout were employed?

[P.T.O.]

SECTION – C**(Compulsory)**

5. Read the following case and answer the questions given at the end. This section carries **Ten Marks**. **(1x10=10)**

X Company Ltd. is considering two different investment proposals. Proposal – I has an investment cost of Rs.10,00,000 and Proposal – II has an investment cost of Rs.28,00,000. Both the projects are expected to yield returns for a period of 5 years. The estimated income of the two proposals at the end of first year to fifth year are as under:

Year End	Proposal - I	Proposal - II
1	Rs.3,30,000	Rs.9,00,000
2	Rs.5,00,000	Rs.11,00,000
3	Rs.3,70,000	Rs.12,00,000
4	Rs.3,00,000	Rs.8,00,000
5	Rs.2,00,000	Rs.7,00,000

- (a) Which is the most attractive investment proposal considering a discount rate of 12% on the future incomes that will be generated? Use NPV criteria to answer this question.
- (b) Find out the internal rate of return and payback period of the two proposals considering a discount rate of 12%.
-

2473 – B03 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A. DEGREE EXAMINATION, MAY 2016

MANAGEMENT

B03: MARKETING RESEARCH

Time : 3 Hours]

[Max. Marks : 50

Note: Answer all the sub-questions at one place.

Section A

1. Answer any ten sub questions. each question carry one mark.

[1x10=10]

- Define marketing research?
- What are syndicated services?
- What is problem solving research?
- List down three market research firms in India.
- What is problem audit?
- Differentiate between primary and secondary data
- List down the different types of projective techniques.
- What is conclusive research?
- Who has developed the Likert Scale?
- What is a non-comparative scale?
- What is measurement?
- What is telescoping?

Section B

Answer any four questions. each question carry five marks.

[5x4=20]

- Describe the steps in the marketing research process?
- What are the different sources of secondary data?
- What are the different categories of personal interviewing method?
- What are the different probabilistic and non-probabilistic sampling techniques?
- Explain giving relevant examples the different types of measurement scales.

Section C

Answer any one question, which carry ten marks.

[10x1=10]

- Choose a product of your choice. and apply questionnaire design process to develop a questionnaire
- Explain the role of marketing research in marketing decision making. Give suitable examples to support your answer.

[P.T.O.]

Section D

9. Answer the question, which carry ten marks.

[10x1=10]

A major department store chain wants to examine the effect of the level of in-store promotion. In- store promotion was varied at three levels, high, medium, and low. Sales in each of the ten stores was measured and converted to a 1-to-10 scale. The details of sales for each level of in-store promotion are given in the table. At 5% level of significance, check whether the department store can claim that there is no difference in the level of in-store promotion.

Store	Level of In-store Promotion		
	High	Medium	Low
1	10	8	5
2	9	8	7
3	10	7	6
4	8	9	4
5	9	6	5
6	8	4	2
7	9	5	3
8	7	5	2
9	7	6	1
10	6	4	2

2478 – B09 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A DEGREE EXAMINATION, MAY 2016

B-09: TOTAL QUALITY MANAGEMENT

[Time : 3 Hours]

[Max. Marks : 50]

Section - A (10 × 1 = 10)

1. Answer any 10 questions - 1 mark each.

- (a) Discuss ISO 9001.
- (b) Define re-engineering.
- (c) Define Quality.
- (d) Discuss Flexible Manufacturing System.
- (e) Discuss PDCA cycle.
- (f) Explain the usefulness of TQM in an organization.
- (g) What do you mean Kaizen? Define.
- (h) What is a Check sheet?
- (i) What is a feed back system? How is it useful? Give example.
- (j) What is poka - yoke? Give example.
- (k) What is Under capacity scheduling?
- (l) What is QFD?

Section - B (4 × 5 = 20)

Answer any 4 questions. 5 marks each.

- 2. Explain with examples the differentiate between proactive & reactive action in the context of TQM.**
- 3. Which of the quality gurus, in your view, have most significantly influenced the quality movement since World War II?**
- 4. Explain the construction of Pareto chart with an example.**
- 5. What are the 14 steps that Crosby has suggested to built up Zero Defects movement?**
- 6. What do you understand by a Quality Business Plan?**

[P.T.O.]

Section C (1×10 = 10)*(any one)*

7. How can a healthy environment (in the context of Health and Safety) in an industrial organization be maintained? How will it help in quality management?
8. What is audit report and what are the essential aspects that should be included in it?

Section D*(Case Study)*

9. Read the following case carefully and answer the questions given at the end: **(10)**

'Carcom' is a supplier of automotive safety components employing around 700 staff which is located on two sites in Northern Ireland. The company was originally American owned but after a joint venture with a Japanese partner in the late 1980s, it was eventually bought out by the latter.

The quality initiative began in 1988-89 with a five-year plan based on the Kaizen philosophy, this concept having been picked up from the Japanese partner. This was driven by senior management in response to what they saw as increasing customer demand and operating considerations. The achievement of ISO 9001 registration in 1990 brought together processes carried out by departments which had previously been undertaken in isolation. The company is now focusing on Kaizen with the principles of improvement, customer delight, systems focus and participation. A range of quality management tools and techniques are used. A TQM steering committee is responsible for overall direction but there is also a further steering committee to oversee implementation of the Quality Improvement Teams (QITs) as well as a full time coordinator. There are teams of shopfloor operators based on natural workgroups, and these tend to focus on product problems and environmental issues (such as working conditions) In contrast, Kaizen teams focus on process improvements (for example, die change) and problem-solving workgroups are established in response to specific customer concerns (for example, warranty claims).

Senior managers stress that a long-term approach is now being taken which is in contrast to some of the programmes in the early 1980s. These former piecemeal initiatives included quality circles which had been characterized by considerable changes in personnel, with a number of champions having moved on leaving behind a flagging initiative in contrast, the company is now taking time to get the processes right and providing a central focus through quality for change. Cultural change is the aim but it is recognized that only incremental progress can be achieved and that a supportive attitude is required from management. Thus, QIT members are given extensive training and are encouraged to tackle problems which give early success and build teamwork, rather than put pressure on teams to deliver immediately on big issues.

The Impact of the TQM Initiative

While it is still early days, the initiative is already felt to have had a major impact. The management structure has been reduced by one layer, shopfloor layout has been improved, and scrap rates, stock, work-in-progress and inspection times have been reduced, so too have the

numbers of inspectors, whose role is now seen as one of analysis. Employee response to these changes has generally been positive, and the company has spent considerable effort in relating 'quality' directly to employees' work, particularly through the use of measures which are displayed adjacent to the workstation and maintained by staff themselves. The unions were assured that there would not be job losses as a result of kaizen, although they continue to have concerns about this and also raise the issue of payment for changes in job roles - particularly in relation to SpC. The company has adopted an open information policy to foster greater trust at the workplace, and business-related issues are given greater prominence at the joint works committee meetings. Management also believe that the quality initiative has led to a reduction in union influences although this was not an original objective.

The Strategic Nature of the Human Resource Function

The human resource function has emerged from a welfare to a more strategic role in recent years. This has been assisted by an MD who is regarded as a 'people's person' claiming that 'you can't divorce people from quality,' and by the appointment of a personnel director to the board together with a new industrial relations manager. This has broadened the role of human resources and enhanced its status. The appointment of a training manager was significant, since under the previous regime little off-the-job training was conducted. Training budgets have actually increased in volume and monetary terms despite the company's recently recorded trading losses. Recruitment and selection are becoming more sophisticated as the company wish to identify team workers.

The links between human resources and quality were made explicitly by the MD: " We cannot separate HR from TQM, and without HR the QIP will not work effectively." In addition to the issues mentioned above, the function was also seen as being important in building the people aspect into the strategic quality planning process, addressing the problem of absenteeism, and supporting line management by helping to change employee attitudes/organizational culture. In addition, the function has provided appropriate training programmes for quality, in which there has been considerable investment in time and resources, it has counselled the mentors to the QIT, and ensured that managers communicate with staff by providing advice on the best means of doing this. Quality principles are also being developed in relation to the human resource function, with specific targets being set (for example, for absenteeism) as well as more general aims (for example, on training).

Questions:

- (a) Analyse the links between TQM and HRM with reference both to this case study and more generally.
 - (b) What does the case study demonstrate about the contribution a personnel/HRM function can make to the development of TQM in an organization?
 - (c) How might the principle of TQM be applied to a personnel function?
 - (d) What general implication does TQM have for industrial relations?
-

2480 – B11 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A. DEGREE EXAMINATION, MAY 2016

B11: INDUSTRIAL MARKETING

Time : 90 Minutes]

[Max. Marks : 50

Section-A

Q.1. Explain following any ten terms, each carries one mark.

10×1=10

- a) Gatekeepers
- b) Business product
- c) Augmented product
- d) Evoked Set
- e) In-Supplier
- f) Controlled Test Marketing
- g) Every Day Low Pricing
- h) Trade Exhibitions
- i) Variety Seeking Buying Behaviour
- j) Vertical Channel Conflict
- k) Geographical Pricing
- l) Brand positioning

Section-B

Answer any four questions, each question carry five marks.

4×5=20

- Q.2. Discuss in detail organisational buying process.
- Q.3. In what way industrial markets are different from consumer markets?
- Q.4. Discuss role of personal selling in business markets.
- Q.5. Why companies conduct environmental analysis
- Q.6. How will you develop a new industrial product?

Section-C

Answer any one question which carries ten marks

1×10=10

- Q.7. What strategic options are open to the marketers in the maturity stage of Product life cycle?
- Q.8. What factors will you consider while designing business marketing channel?

[P.T.O.]

Section-D

Q 9. Read the following case and answer the questions given at the end. 10 marks

Sachin and Virag are two enterprising youth. They have passed out from IIM, Bangalore. They thought instead of doing a job, they will launch fresh vegetables in Indian markets. Having learnt of the future conventional foods, they decided to venture into cultivation of mushrooms. Mushrooms are known to be the best alternative food for vegetarians. For Sachin and Virag fund raising was a serious handicap for mass production. However, the first trial batch of mushrooms that they produced was bought by Star Hotel in Bangalore. Further, the hotel placed orders for supply of 20 kgs every day. Now mushroom industry is run by small entrepreneurs, like Sachin and Virag. Another big player M/s Ashtavinayak Mushrooms, equipped with cold storage facility was more interested in the export market. Sachin and Virag have set their sights high. They aim to sell mushrooms to different business entities in a very big way all over India. They are planning to concentrate on business markets. Mushrooms have a great market potential and is a perishable food.

Questions:

- A. What would be your suggestions for distribution channel for mushrooms?
 - B. In your opinion what kind of marketing communication strategy is suitable for institutional sales of Mushrooms?
-

2481 – B12 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A. DEGREE EXAMINATION, MAY 2016

MANAGEMENT

B12: CONSUMER BEHAVIOUR

Time : 3 Hours]

[Max. Marks : 50

Note: Answer all the sub questions at one place.

Section – A

1. Answer any 10 sub questions. Each sub-question carries one mark. (10X1=10)

- a) What are the motives?
- b) What is personality?
- c) What is culture?
- d) What are values and beliefs?
- e) What is perception?
- f) What is self image?
- g) What are reference groups?
- h) What are family life cycle stages?
- i) What are applications of consumer behaviour?
- j) What is lifestyle?
- k) What is 'cause related marketing'?
- l) What is dogmatism?

Section – B

Answer any 4 questions, each question carries 5 marks. (4X5=20)

- 2. Describe trait theory. Give examples of how personality traits can be used in consumer behavior.
- 3. How does sensory adaptation affect advertising effectiveness? How can marketers overcome sensory adaptation?
- 4. Explain the learning model of consumer behavior.
- 5. How does a non-family household differ from household family?
- 6. What criteria are used by marketers to classify groups?

[P.T.O.]

Section – C

Answer any of the following questions which carry 10 marks.

(1X10=10)

7. Explain how situational factors influence the degree of consistency between attitudes and behavior.
8. Discuss the consumer decision making process. Explain how does this process work?

Section – D

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

(1X10=10)

9. A manufacturer of fat-free granola bars is considering targeting school-age children by positioning its product as healthy, nutritious snack food. How can the three forms of cultural learning be used in developing applicable marketing strategies?
-

2482 – B13 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A. DEGREE EXAMINATION, MAY 2016

MANAGEMENT

B13: DISTRIBUTION AND LOGISTICS MANAGEMENT

Time : 3 Hours]

[Max. Marks : 50

Note: Answer all the sub-questions at one place.

Section A

1. Answer any ten sub questions, each question carry one mark. [1x10=10]
- Define distribution channels?
 - What is assortment?
 - What are the activities carried out in Ex ante phase of channel management?
 - List down the different discrepancy in logistics.
 - What is funnelling of orders?
 - What is channel flow?
 - Define logistics as per the Council of Logistics Management.
 - What is outbound logistics?
 - What are the factors important in deciding the number of warehouses?
 - What is reverse logistics?
 - What is fill rate?
 - What is channel conflict?

Section B

Answer any four questions, each question carry five marks. [5x4=20]

- Explain giving relevant examples, why is the need for distribution channels?
- What are the components of a distribution channel strategy?
- What are the criteria one needs to consider while designing distribution channels?
- Consider Ekart as an example, explain how is logistics used to gain competitive advantage to deliver superior customer service.
- Discuss the role of inventory & warehouse in the company's supply chain.

Section C

Answer any one question, which carry ten marks. [10x1=10]

- Explain the different components of logistics planning
- What are the different types of flows associated with the distribution channel, explain with suitable example.

[P.T.O.]

Section D

9. Answer the question, which carry ten marks.

[10x1=10]

CEAT top management, together with McKinsey, undertook a complete redesigning of their supply chain. It was advised first to make use of IT in CEAT for reducing costs and increasing utilization of assets. Second, supply chain management (SCM) should come out of the marketing shadow and take its place as a strategic change initiator and an independent function. The key factors responsible for this change were:

- a. Placing logistics division as the link between manufacturing and marketing;
- b. Continuous flow of information for reducing delays and ensuring 100 per cent reliability;
- c. Availability of right product at the right place at the right time and quantity;
- d. Implementation of SCM down the line for providing effective services;
- e. Understanding the markets and customers (3000 dealers, Original Equipment Manufacturers (OEMs) and exports);
- f. Detailed planning of the distribution system from multiple factories and warehouses;
- g. Identifying factors for correction through stringent measurement tools.

CEAT designed a measurement system (for dealers and depots) according to which if 100 units were sold in a month, the minimum stock to be held would be 4 units a day. If, at any time in any of the selling locations, the stock falls below 4 units a day, it would be captured as a sales lost. To begin with, the organization had a 22 per cent 'sales lost' percentage due to stock outs. The present aim is to reach 5 per cent of 'sales lost'. Days of finished goods inventory, originally at 52 days are being brought down to a desired level of 25 days.

In each of the cases, a very simple measurement tool—CLIP (committed line item production) was introduced. A monitoring system also has the advantage of making the transporter more accountable, particularly at the time of negotiating a yearly contract. All information regarding transporter's performance is shared with him at CEAT

The other initiatives included putting up of a 'pull' system, production planning based on sales requirements from the selling locations, inventory norms based on demand variations, transit time and load frequency, developing an IT system to record and send sales information. Stock Keeping Unit-wise (SKU) daily to the Carrying and Forwarding Agents (CFA), District Distribution Centers (DDC), and the factory. Replenishment of daily-based transit time monitoring system was also put in place. Thus, the revived logistics supply chain system was created to provide ready information to enable the dealers to know when they would get the stocks.

As a result finished goods inventory reduced from 52 to 25 days, sales loss opportunity reduced from 22 to 5 per cent, factory compliance reduced to <25 per cent from >75 per cent, dispatch time reduced from (up to) seven days to <24 hours, transit delay reduced from 75 to 5 per cent and sales skew reduced from 75 per cent (week 4) to 42 per cent (week 4).

The final learning were, use technology for speed in information processing and dissemination. make your operations flexible and reliable, channel your resources for maximum leverage serve the end user. attack the inventories as Non Performing Assets (NPAs) and apply tactical solutions to changing situations.

Questions

- a. What measures were initiated by the CEAT to overcome the supply chain problems?
 - b. Why logistics was the major focus for redesigning the CEAT supply chain?
 - c. How CEAT's logistics programs differed for serving different market segments?
-

2483 – B14 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A. DEGREE EXAMINATION, MAY 2016

MANAGEMENT

B14: SERVICES MARKETING

Time : 1.5 Hours]

[Max. Marks : 25

Note: Answer all the sub questions at one place.

Section – A

1. Answer any 5 sub questions. Each sub-question carries one mark. (5X1=5)

- a) Define service quality.
- b) What is performance gap?
- c) Why services marketing?
- d) What is service recovery?
- e) What is critical incident technique?
- f) What is service encounter?

Section – B

Answer any 2 questions, each question carries 5 marks. (2X5=10)

- 2. What distinguishes service offerings from customer service? Provide specific examples.
- 3. Which of the four provider gaps do you believe is hardest to close? Why?
- 4. What is the difference between desired service and adequate service? What is the significance of understanding it?

Section – C

Answer the following question which carries 10 marks. (1X10=10)

- 5. What is customer satisfaction, and why is it so important? Discuss how customer satisfaction can be influenced by each of the following: product features, customer emotions, attributions for success or failure, perceptions of fairness, and family members or co consumers.
-

2484 – B15 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2016

MANAGEMENT

B15: FINANCIAL MARKETS

Time : 3 Hours]

[Max. Marks : 50

Note: Answer all the sections. Marks are indicated against each section.

SECTION – A

1. Answer **any ten** of the following sub-questions. Each sub-question carries **one mark**. (10x1=10)

- (a) Define the term 'Financial Markets'?
- (b) Who is a Depository Participant?
- (c) What do you understand by Margin on Trade?
- (d) What is meant by Rematerialisation?
- (e) What is meant by Block Deals?
- (f) What are Bonus Shares?
- (g) What is meant by a Certificate of Deposits?
- (h) What do you understand by Insider Trading?
- (i) Define Circuit Breaker.
- (j) Define FPO.
- (k) What is a Stop Loss Order?
- (l) X Ltd has come out with IPO and it has fixed price band of Rs. 400-450 and lot size is 10 and multiple thereof. A retail investor is planning to invest Rs.2 lakhs in X Ltd's IPO. How many shares should he apply and at what price?

SECTION – B

Answer **any four** of the following questions. Each question carries **five marks**. (4x5=20)

2. Discuss the role played by financial markets in economic development of a country.
3. What are Financial Instruments? How are they classified? Briefly explain the different capital market instruments.
4. What is a Prospectus? Why is it required? Who are involved in the preparation of a prospectus? Discuss briefly the contents of a prospectus.
5. What do you understand by Dematerialization of Securities? Discuss its advantages and the process involved for this purpose.
6. Write a short note on:
 - (a) Trading procedure in BSE
 - (b) Advantages of Depository System

[P.T.O.]

SECTION – C

Answer **any one** of the following questions. This carries **ten marks**. (1x10=10)

7. Explain various types of securities available in money market. What are reasons for slow growth of money market in India? Suggests measures for development of money market in India
8. Explain the features of primary markets in India. Discuss the various factors that affect the growth and performance of primary markets.

SECTION – D

(Compulsory)

(1x10=10)

9. Provide an empirical overview of Indian Financial System, highlighting the major challenges encountered and the strategies initiated by the regulatory system to provide for efficiency in capital market operations in India.
-

2485 – B16 – IIS MBA (R) – M – 16

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2016

B16: DERIVATIVES MARKETS

Time : 3 Hours]

[Max. Marks : 50

SECTION – A

(10 X 1 = 10)

Q. 1. Answer any **TEN** out of **TWELVE** of the following sub-questions. Each question carries **ONE** mark.

- a) What are derivatives?
- b) Who are called Speculators in derivatives market?
- c) Give the meaning of "Cost to Carry".
- d) What is basis risk?
- e) What are the major stock Indices in India?
- f) What do you mean by a short position in stocks?
- g) What do you mean by Short stock long call?
- h) What is a "covered" call?
- i) What is an Index number?
- j) State any four Forward Contract Specifications.
- k) When and how are the cash flows of a swap equivalent to those of a bond portfolio?
- l) What is the present value approach to pricing a swap?

SECTION – B

(4 X 5 = 20)

Answer any **FOUR** questions. Each question carries **FIVE** marks.

- Q. 2. "Futures contracts are improvised forward contracts". Do you agree? Explain.
- Q. 3. What do you understand by optimal hedge ratio? How can it be determined? Discuss.
- Q. 4. Calculate the price of a forward contract using the following data:

Price of the share	: Rs. 75.
Time to expiration	: 9 months.
Dividend expected	: Rs. 2.20 per share

[P.T.O.]

8051- B01 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A (CBCS) DEGREE EXAMINATION, MAY 2017

B-01: QUANTITATIVE METHODS – II (New)

Time : 90 Minutes]

[Max. Marks : 25

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section – A (5 × 1 = 5)

1. Answer any **five** out of **seven** of the following sub-questions. Each question carries **one** mark.
 - (a) State the applications of OR in Management.
 - (b) What is Duality?
 - (c) What is the significance of sensitivity analysis in LPP?
 - (d) What is the difference between optimum solution and basic feasible solution?
 - (e) Mention applications of transportation models.
 - (f) What is degeneracy?
 - (g) What are artificial variables?

Section - B (2 × 5 = 10)

*Answer any **two** questions. Each question carries **five** marks.*

2. Explain the procedure of Hungarian method to solve assignment problems.
3. Solve the following assignment problem.

	A	B	C	D
I	1	4	6	3
II	9	7	10	9
III	4	5	11	7
IV	8	7	8	5

[P.T.O.]

4. Solve the following transportation problem using NWC/VAM methods.

	A	B	C	Supply
P	2	2	3	10
Q	4	1	2	15
R	1	3	1	40
Demand	20	15	30	

Section - C (1 x 10 = 10)
(Compulsory)

5. Use the Simplex method to solve the following LPP

$$\text{Maximize } Z = 2X_1 + X_2$$

Subjected to

$$X_1 + 2X_2 \leq 10;$$

$$X_1 + X_2 \leq 6$$

$$X_1 - X_2 \leq 1$$

$$X_1, X_2 \geq 0.$$

B-02: FINANCIAL MANAGEMENT (NEW)

Time : 3 Hours]

[Max. Marks : 25

*All questions are compulsory.
Read instructions given at each section.
Relevant illustrations must be given wherever required.*

Section – A

1. Answer any **five** out of the **seven** of the following sub-questions. Each question carries **one** mark. (5 × 1 = 5)
- (a) What do you mean by wealth maximization?
 - (b) What is weighted average cost of capital?
 - (c) Define capital structure.
 - (d) What is stable dividend policy?
 - (e) Define the term Capital Rationing.
 - (f) Distinguish between permanent and temporary working capital.
 - (g) What do you mean by stock split?

Section - B (2 × 5 = 10)

*Answer any **two** questions. Each question carries **five** marks.*

2. Hypothetical Ltd is considering the purchase of a delivery van and is evaluating the following two choices:
- (a) The company can buy a used van for Rs. 20,000 and after 4 years sell the same for Rs 2,500 (net of taxes) and replace it with another used van which is expected to cost Rs 30,000 and has 6 years life with no terminating value
 - (b) The company can buy a new van for Rs 40,000. The projected life of a van is 10 years and has an expected salvage value (net of taxes) of Rs 5,000 at the end of ten years.
- The services provided by the vans under both the choices are the same. Assuming the cost of capital at 10%, as a consultant recommend suitable project.
3. Discuss the importance of working capital and mention the important objectives of working capital management.

[P.T.O.]

4. The following are the operating results of a firm

Sales (Units)	65000
Interest Per annum	Rs. 30,000
Selling price per unit	Rs. 60
Tax Rate	35%
Variable cost per unit	22
No of equity shares	16000
Fixed costs per annum	Rs. 1,20,000

Compute Operating leverage, financial leverage, combined leverage and EPS

Section – C (1 x 10 = 10)
(Compulsory)

5. Honeywell Ltd is considering to add a new product line to supplement its existing line. It is anticipated that the new product line will involve cash investments of Rs. 50,00,000. Cash inflows of Rs. 6,25,000 is expected in 1st year and Rs. 2,75,000 is expected to increase in every subsequent year till 5th year.
- (a) If the required rate of return is 14% percent, what is the net present value of the project? Is it acceptable?
 - (b) What would be the case if the required rate of return is 11 %?
 - (c) What is the internal rate of return on the project?
 - (d) What is the project's pay back period?
-

8053 – B03 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A (CBCS) DEGREE EXAMINATION MAY, 2017

B-03: MARKETING RESEARCH (NEW)

Time : 3 Hours]

[Max. Marks : 50

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section – A (10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.

- (a) Mention the objectives of Marketing Research?
- (b) What are Likert Scales?
- (c) What are the sources of Secondary Data?
- (d) What are the Sampling Procedures?
- (e) Give any one difference between Interview and Questionnaire.
- (f) Distinguish between Probability and Non-Probability Sampling Methods.
- (g) What is Data Processing?
- (h) What is Multivariate test?
- (I) What do you understand by Sample Design?
- (j) Mention two merits of Observation Method.
- (k) Define ANOVA.
- (I) What do you understand by Marketing Information System?

Section - B (4 × 5 = 20)

*Answer any **two** questions. Each question carries **five** marks.*

- 2. What are the steps involved in Marketing Research Process?
- 3. Identify the qualities and characteristics of a good Researcher.

[P.T.O.]

4. Briefly explain the various software used in Analysis of Data.
5. Explain the components of Research Problem.
6. Discuss the different types of scales used in marketing research.

Section – C (1 x 10 = 10)

*Answer any **one** question which carries **ten** marks.*

7. Explain the significance of Marketing Research as a tool of Managerial decision making.
8. Explain the Marketing Research design process. What are the difficulties faced by the Marketing Researcher?

Section – D (Marks 10)

(Compulsory)

9. As a Marketing Researcher, design a questionnaire on online market research survey.”
-

8054 – B04 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A (CBCS) DEGREE EXAMINATION MAY 2017

B-04: PRODUCTION & OPERATIONS MANAGEMENT (NEW)

Time : 90 Minutes]

[Max. Marks : 25

Section – A (Marks : $5 \times 1 = 5$)

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

1. Answer any **five** out of the **seven** of the following sub-questions. Each question carries **one** mark.
 - (a) Why does the "proper" operation strategy keep changing for companies that are world-class competitors?
 - (b) Discuss two examples of recent process and product technology innovations.
 - (c) Why must JIT have a stable schedule?
 - (d) How does facilities location decision differ for services and manufacturing plants?
 - (e) What are the objectives of Time study?
 - (f) Discuss FMS with an example.
 - (g) What are the types of inventory costs?

Section – B (Marks : $2 \times 5 = 10$)

*Answer any **two** questions. Each question carries **five** marks.*

2. "Increase in quality leads to increased Productivity". Discuss.
3. Discuss the different types of plant layouts.
4. Explain in steps the functions of PPC.

Section – C (Marks : $1 \times 10 = 10$)

(Compulsory)

5. The Royal Co. Ltd buys 80000 containers per year. Price of each container is Rs. 0.40. Cost of purchase Rs. 80 per order, cost of holding one container per year Re.0.10. Bank rate of interest 15% including charge for taxes and insurance. Find:
 - (a) EOQ & Time between orders based on 220 working days per year.
 - (b) The minimum variable cost per year.
 - (c) If the company had been following a policy of quarterly ordering, what would have been increase in the variable cost?
-

8055 – B05 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A (CBCS) DEGREE EXAMINATION, MAY 2017

B-05: ORGANISATIONAL BEHAVIOUR (New)

Time : 3 Hours]

[Max. Marks : 50

Section – A (10 × 1 = 10)

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

1. Answer any **ten** out of the **twelve** of the following sub-questions. Each question carries **one** mark.
 - (a) What is transactional analysis?
 - (b) Define Organisational Behaviour.
 - (c) What do you mean by functional conflict?
 - (d) What is social loafing?
 - (e) Define Impression Management
 - (f) What is Locus of control?
 - (g) What is transformational leadership?
 - (h) Define authority.
 - (i) What do you mean by Type-A personality?
 - (j) What is horns effect?
 - (k) What is extinction?
 - (l) Define synergy.

Section - B (2 × 5 = 10)

*Answer any **four** questions. Each question carries **five** marks.*

2. Explain steps in the perceptual process.
3. What are values? How do they differ from attitudes?
4. Describe various leadership styles.
5. Define political behaviour. Why is politics a fact of life in organisations?
6. How should team effectiveness be measured? Explain.

[P.T.O.]

Section – C (1 x 10 = 10)

*Answer any **one** question which carries **ten** marks.*

7. Why is change resisted? How do you overcome the resistance? Explain Organisational Behaviour Model.
8. Define Organisational Development. What are its techniques? Do they really work?

Section – D (1 x 10 = 10)**(Compulsory)**

9. James has graduated from the college of Business Administration at State University and has joined his family's small business, which employs 25 semi-skilled workers. During the first week on the job, his dad called him in and said: 'James, I've had a chance to observe you working with the men and women for the past two days and, although I hate to, I feel I must say something. You are just too nice to people. I know they taught you that human behaviour stuff at the University, but it just doesn't work here. I remember when we discussed the Hawthorne studies when I was in school and everybody at the university got all excited about them, but believe me, there is more to managing people than just being nice to them.'

Posers:

1. How would you react to James's father's comment if you were James
 2. Do you think James's father understood and interpreted the Hawthorne studies correctly?
 3. How would you explain to James father the new perspective that is needed and how the study of organisational behaviour will help the business be successful in the new paradigm?
-

8056 – B06 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A (CBCS) DEGREE EXAMINATION, MAY 2017

B 06: MACRO-ECONOMICS FOR MANAGERS (New)

Time : 90 Minutes]

[Max. Marks : 25

Section – A (5 × 1 = 5)

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

1. Answer any **five** out of the **seven** of the following sub-questions. Each question carries **one** mark.
 - (a) What are the different phases of business cycle?
 - (b) What is macro economics?
 - (c) How are direct taxes different from indirect taxes?
 - (d) What do you understand by per capita income?
 - (e) What are WPI and CPI?
 - (f) What are the determinants of money supply?
 - (g) How is balance of payment different from balance of trade?

Section - B (2 × 5 = 10)

*Answer any **two** questions. Each question carries **five** marks.*

2. What are the objectives of monetary policy of India?
3. What are the different tools used by RBI for credit control in India?
4. What are invisible items in BoP? Why does India have adverse BoP? Give detailed reasoning.

Section – C (1 x 10 = 10)

(Compulsory)

5. What are the 'Basel Norms'? Critically analyse the pros and cons of merger of associate banks with State Bank of India and the anticipated mergers of other nationalised banks in India, in the light of implementation of Basel Norms.
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8058 – B09 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2017

B-09: TOTAL QUALITY MANAGEMENT (New)

Time : 3 Hours]

[Max. Marks : 50

Section – A (Marks : $10 \times 1 = 10$)

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

1. Answer any **ten** out of the **twelve** of the following sub-questions. Each question carries **one** mark.
 - (a) What is cost of quality?
 - (b) Define Kaizen
 - (c) What is PDCA?
 - (d) What is Quality Circle?
 - (e) What is strategic quality management?
 - (f) What is the purpose of quality control?
 - (g) What is six sigma?
 - (h) What is CMM?
 - (i) What is quality assurance?
 - (j) What are various quality improvement tools?
 - (k) What is quality audit?
 - (l) What is Benchmarking?

Section - B (Marks : $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

2. Describe Deming's 14 points of quality.
3. What are steps for implementing TQM programme?
4. Explain Balanced Scorecard.
5. Explain the concept of cause and effect diagram with example.
6. Write a short note on ISO 9000 and ISO 14000 series.

[P.T.O.]

Section – C (Marks : $1 \times 10 = 10$)*Answer any one question which carries ten marks.*

7. Explain Quality Control techniques.
8. Discuss various Global quality awards.

Section – D (Marks : 10)**(Compulsory).**

9. The following table provides the measurements of the axles of bicycle wheels. Twelve samples with each sample consisting of measurements of four axles were taken. Draw Mean and, Range charts and draw the conclusion from the chart. ($D_3 = 0$; $D_4 = 2.28$; $A_2 = 0.729$)

Sample No	Sample values
1	139,140,145,144
2	140,142,142,139
3	142,136,143,141
4	136,137,142,142
5	145,146,146,146
6	146,148,149,144
7	148,145,146,146
8	145,146,147,144
9	140,139,141,138
10	140,140,139,139
11	141,137,142,139
12	139,140,144,138

8060 – B11 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION MAY 2017

B-11 INDUSTRIAL MARKETING (NEW)

Time : 3 Hours]

[Max. Marks : 50

Section – A (Marks : $10 \times 1 = 10$)

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

1. Answer any **ten** out of the **twelve** of the following sub-questions. Each question carries **one** mark.
 - (a) What are Entering Goods?
 - (b) Give the meaning of Joint Demand.
 - (c) What is competitive bidding?
 - (d) What is a Buying Centre?
 - (e) What is Contingent Plan?
 - (f) State the Micro Segment variables
 - (g) What is Alpha Test?
 - (h) Who are Industrial Sales Representatives?
 - (i) Name any two specialized media for industrial Products marketing communication
 - (j) What is E-procurement ?
 - (k) What is product space map?
 - (l) What is Leasing?

Section - B (Marks : $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

2. What are the characteristics of commercial enterprises as Industrial Customer?
3. In terms of market, how is industrial product marketing different from consumer product marketing?
4. How vale analysis is done in vendor rating?
5. What are the multiple Buying Influential on OBB?
6. Why in industrial markets channels are more direct compared to consumer market channels?

[P.T.O.]

Section - C (Marks : $1 \times 10 = 10$)

*Answer any **one** question, which carries **ten** marks.*

7. Discuss the role of information technology in Industrial Marketing Management.
8. Explain the pricing practices of Industrial products marketers across the categories of the products.

Section - D (Marks : 10)

(Compulsory)

9. Considering the case of a product purchased by an Industrial customer, explain the marketing strategies built by the marketers along the buying process.
-

8061 – B12 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2017

(Revised)

B-12: CONSUMER BEHAVIOUR

Time : 3 Hours]

[Max. Marks : 50

Section – A (Marks : $10 \times 1 = 10$)

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

1. Answer any **ten** out of the **twelve** of the following sub-questions. Each question carries **one** mark.
 - (a) What is Consumer Market?
 - (b) What is classical conditioning?
 - (c) What are Social Needs?
 - (d) What is attitude?
 - (e) Define Self Concept.
 - (f) What is Personality?
 - (g) Give the meaning of Membership Group.
 - (h) What is Family Buying Decision?
 - (i) What is Opinion Leader influence?
 - (j) What is Empty Nest -II?
 - (k) Who are Early Adaptors?
 - (l) Define Sub-Culture.

Section - B (Marks : $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

2. What factors influence the consumer behaviour according to psychographic model?
3. According to Operant Conditioning, how does learning condition the behaviour.

[P.T.O.]

4. How dose the Attitude of a consumer influence his buying behaviour?
5. Group the products which have more family influence in their buying.
6. Explain with example, how social factors influence on consumer behaviour?

Section - C (Marks : $1 \times 10 = 10$)

Answer any one question, which carries ten marks.

7. Discuss the need and importance of consumer information in Marketing Decisions.
8. Explain, how absolute and differential perceptual threshold are used in formulating Marketing Programs?

Section - D (Marks : 10)

(Compulsory)

9. Analyse the marketing implications of Maslow's need Hierarchy Theory and Herzburg's Two Factor Theory.
-

8062 – B13 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2017

(Revised)

B-13 DISTRIBUTION AND LOGISTICS MANAGEMENT

Time : 3 Hours]

[Max. Marks : 50

Section – A (Marks : $10 \times 1 = 10$)

1. Answer any **ten** out of the **twelve** of the following sub-questions. Each question carries **one** mark.
 - (a) What is Distribution Management?
 - (b) What do you mean by retail logistics?
 - (c) Define wholesaling.
 - (d) What do you mean by logistics outsourcing?
 - (e) What do you mean by customer service?
 - (f) What is demand forecasting?
 - (g) Define inventory management.
 - (h) What is material handling?
 - (i) Define order processing.
 - (j) What is reverse logistics.
 - (k) Define warehousing.
 - (l) What is channel Management.

Section - B (Marks : $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

2. Explain the characteristics of various channel intermediaries
3. What are the key elements and activities of physical distribution system?
4. Briefly explain the logistics information system.
5. Analyze the role of distribution management in e-commerce.
6. Write short note on:
 - (a) Packaging
 - (b) Reverse logistics

[P.T.O.]

Section - C (Marks : $1 \times 10 = 10$)

Answer any one question, which carries ten marks.

7. Explain, how channel conflicts are managed in channels of distribution?
8. Explain the recent trends in global logistics?

Section - D (Marks : 10)

(Compulsory)

9. **The Case analysis: Read the case and answer the questions given below;**

Snigdha Cosmetics Ltd. a leading manufacturer of Face Creams, Fairness Creams, Shampoos, Toilet Soaps, etc., located at Mumbai has an annual turnover of Rs. 5 Crores. Presently the company is concentrating its marketing activities in the State of Maharashtra. The company has recently added extra manufacturing capacity and it proposes to triple its production. In order to meet enhanced sales to a tune of 15 Crores, the Company proposes to have a wider market network. In order to penetrate into new markets the chief executive of the company Dr. Vagvala asked his Distribution Manager, Marketing Manager, Sales Manager and Product Manager, each one of them to give a write up how they propose to enter into the new markets by selecting appropriate distribution channels. The four managers after detailed study have suggested four different channels of distribution as detailed below.

These are:

- (a) Exclusive distribution suggested by Marketing Manager
- (b) General distribution suggested by Distribution Manager
- (c) Bulk Indenter e.g. canteen, stores, factories, supermarkets, clubs etc., by Product Manager.
- (d) Appointment of carrying and forwarding agent suggested by sales manager. Dr. Vagvala, the Chief Executive, is in a dilemma to choose the best alternative among the above suggested channels of distribution.

Discuss the pros and cons of each suggestion and recommend a channel or combination of channels you feel is most appropriate and justify your choice.

8063 – B14 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2017

(Revised)

B-14: SERVICES MARKETING (NEW)

Time : 90 Minutes]

[Max. Marks : 25

Section – A (Marks : $5 \times 1 = 5$)

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

1. Answer any **five** out of the **seven** of the following sub-questions. Each question carries **one** mark.
 - (a) What do you mean by impulse buying?
 - (b) What is new product?
 - (c) What is market penetration?
 - (d) What do you mean by service perishability?
 - (e) What is extensive distribution?
 - (f) What is system selling?
 - (g) What is value pricing?

Section - B (Marks : $2 \times 5 = 10$)

*Answer any **two** questions. Each question carries **five** marks.*

2. Briefly explain the importance of customer relationship management in a service organisation.
3. Briefly explain the role of STP in services marketing strategy formulation.
4. What are the challenges faced by the Indian insurance sector?

Section - C (Marks : $1 \times 10 = 10$)

(Compulsory)

5. If you are asked to recommend strategies for a new service product which are new products for a company, what would be your marketing-mix recommendations?

8064 – B15 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2017

B-15: FINANCIAL MARKETS

Time : 3 Hours]

[Max. Marks : 50

Section – A (1 × 10 = 10)

1. Answer any **ten** of the following 12 sub-questions. Each sub-question carries **one** mark.

- (a) What is red-herring prospectus?
- (b) What is FPO?
- (c) What is disinvestment?
- (d) What is issue opening and closing?
- (e) What is insider trading in stock exchanges?
- (f) Define rolling settlement.
- (g) What is buy-back of shares?
- (h) What is mark-to-market?
- (i) Distinguish between bonds & CCPS.
- (j) Define Dematerialisation.
- (k) Who is a Stock Broker?
- (l) What is Circuit Breaker?

Section – B (4 × 5 = 20)

Answer any four of the following. Each question carries five marks.

- 2. What is financial system and what is its role on economy?
- 3. Discuss the book-building process of an IPO.
- 4. Outline the trading and settlement procedure in NSE.
- 5. What is the role of secondary market in an economy? Distinguish Primary & Secondary market.
- 6. What are the sources of long and short term finances for a business organization in India? Discuss.

[P.T.O.]

Section – C (1 × 10 = 10).

Answer any one of the following. This question carries ten marks.

7. What are Capital Market Instruments? Discuss the role of various intermediaries in Issue Management.
8. Discuss the various money market instruments and their features.

Section – D (1 × 10 = 10)

This question is compulsory. This question carries 10 marks.

9. Assume that you have been approached by the stock exchanges in India to dematerialise all the existing financial instruments which are in the physical format. How do you proceed to convert these instruments into electronic mode and what role would you assign to the depositories?
-

8065 – B16 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A (CBCS) DEGREE EXAMINATION, MAY 2017

B-16: DERIVATIVES MARKETS (New)

Time : 3 Hours]

[Max. Marks : 50

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section – A (Marks: $10 \times 1 = 10$)

1. Answer any **ten** of the following **12** sub-questions. Each sub-question carries **one** mark.

- (a) Give examples for Derivatives
- (b) What do you mean by Normal Backwardation?
- (c) Give examples for Index Future Contract?
- (d) Define speculation.
- (e) Distinguish between European and American option.
- (f) What do you mean by Open Interest?
- (g) Define volatility.
- (h) What do you mean by forward contract?
- (i) Define Efficient Market
- (j) Name the various participants in Derivatives Market
- (k) Define Interest Rate Swap.
- (l) What are the players in swap market?

Section - B (Marks: $4 \times 5 = 20$)

*Answer any **four** of the following. Each question carries **five** marks.*

- 2. Explain recent development and reforms in Indian Option Market.
- 3. Explain merits and demerits of forward market.

[P.T.O.]

4. Using the following data, obtain the value of a futures contract to an index:

Spot value of the index = 1216

Risk-free rate of return = 7% p.a

Time to expiration = 146 days

Contract multiplies = 200

5. Calculate the price of a forward contract using the following data:

Price of the share : Rs. 75

Time to expiration : 9 months

Dividend expected : Rs. 2.20 per share

Time to dividend : 4 months

Continuously compounded risk-free rate of return.: 12%.

6. Explain the Binomial Option Pricing Model.

Section – C (Marks : $1 \times 10 = 10$)

Answer any one question which carries ten marks.

7. From the following data you are required to compute Put option price.

Underlying Asset: ABC

Spot Price: 2500

Strike Price: 2400

Standard Deviation = 10%

Risk Free Interest Rate = 5%

Time to Maturity = 2 months

Lot Size = 125

8. Explain Bull Call Spread Strategy with suitable example.

Section – D (Marks : $1 \times 10 = 10$)

(Compulsory)

9. Consider a hypothetical company that wishes to raise two-year financing. In discussions with their bankers, the company is presented with two alternatives. One is to obtain a semiannual pay two-year loan at a fixed interest rate of 9%. The alternative is to issue a floating-rate note (FRN) at six-month Libor plus 10 basis points. Suppose that the current rate for six-month Libor is 8%. A two-year 8% strike cap (semi-annual basis) is trading at a premium of \$1.55 for every \$100 notional. What should the company do?
-

8067 – B18 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2017

B-18: MERCHANT BANKING & FINANCIAL SERVICES (New)

Time : 90 Minutes]

[Max. Marks : 25

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section – A (5 × 1 = 5)

1. Answer any **five** out of **seven** of the following sub-questions. Each sub-question carries **one** mark.
 - (a) Define a financial system.
 - (b) What is Security Rating?
 - (c) What do you mean by brokerage services?
 - (d) What is a gilt edged security?
 - (e) What is leveraged lease?
 - (f) Distinguish between recourse & non-recourse factoring.
 - (g) What do you mean by housing finance?

Section – B (2 × 5 = 10)

Answer any two questions. Each question carries five marks.

2. Explain the services provided by merchant bankers in India.
3. Bring out and explain the features of hire-purchase finance. What are the costs and benefits of hire-purchase finance to the hirer and hiree?
4. Explain the nature of consumer durable financing in India. What are the factors responsible for the growth of consumer durables market in India?

Section – C (1 × 10 = 10)

(Compulsory)

5. Compute the net advantages of leasing from the following information:

Cost of the asset: Rs. 10,00,000

Applicable depreciation: 20 per cent on WDV method.

Lease rent: Rs. 1,50,000 P.A. paid in arrears for ten years.

Tax rate : 40 per cent and cost of capital is 10 per cent.

8068 – B19 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2017

B-19: COSTING FUNDAMENTALS FOR MANAGERS (New)

Time : 90 Minutes]

[Max. Marks : 25

*All sections are compulsory.
Read instructions given at each section.
Relevant illustrations must be given wherever required.*

Section – A (5 × 1 = 5)

1. Answer any **five** out of **seven** of the following sub-questions. Each question carries **one** mark.
 - (a) Give examples for financial incomes not considered in costing.
 - (b) Define Cost Centre.
 - (c) What do you mean by Master Budget?
 - (d) Define Variance Analysis.
 - (e) What is Opportunity Cost?
 - (f) Define Cost allocation.
 - (g) Give examples for Joint-products.

Section - B (2 × 5 = 10)

Answer any two questions. Each question carries five marks.

2. Sale of product amount to 1000 units per annum at Rs. 500 per unit. Fixed cost are Rs. 1,00,000 PA and variable cost is Rs. 300 per unit. There is a proposal to reduce the price by 20% to survive in competition.

Question for Discussion.

 - (a) Is it advisable for company to reduce price 20%.
 - (b) If yes, what will be the maximum possible price reduction?
3.
 - (a) A company has fixed expenses of 90,000/- with sales of 3,00,000/- and a profit of 60,000/- Calculate the Profit/Volume ratio. If in the next period, the company suffered a loss of 30,000/-, calculate the Sales Volume.
 - (b) What is a margin of Safety for a profit of 60,000/- in the above problem?
4. Explain recent trends and development in cost assignment.

[P.T.O.]

Section – C (1 × 10 = 10)
(Compulsory)

5. From the following data, prepare a Process Accounts, Abnormal Loss and Normal Loss Accounts.

Input of Raw material	5000 units @ Rs. 30 per unit
Direct Material	Rs. 24,000/-
Direct Wages	Rs. 30,000/-
Production Overheads	Rs. 15,000/-
Actual output transferred to Process II	4000 units
Normal Loss	10%
Value of Scrap per unit	Rs. 8/-

8069 – B20 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2017

B-20: LEGAL ENVIRONMENT AND INDUSTRIAL RELATIONS (New)

Time : 3 Hours]

[Max. Marks : 50

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section – A (Marks : $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.
- (a) Mention any three characteristics of Industrial Relation.
 - (b) Mention the major causes for industrial disputes.
 - (c) What are the types of Trade Union?
 - (d) What is minimum wage?
 - (e) What do you mean by lay off?
 - (f) Mention the importance of ILO.
 - (g) What is Grievance?
 - (h) What is Joint Management Council?
 - (i) State any four problems of Trade Union.
 - (j) What is Adjudication?
 - (k) What is Ergonomics?
 - (l) What is QWL?

Section - B (Marks : $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

- 2. Explain features of Industrial Dispute Act.
- 3. Explain the process of collective bargaining.
- 4. Discuss the essential condition necessary for the successful working of WPM.
- 5. Discuss the determinants of employee discipline.
- 6. Examine the role of ILO in promoting Industrial Relation.

Section – C (Marks : $1 \times 10 = 10$)

*Answer any **one** question which carries **ten** marks.*

- 7. Explain the strategies for the improvement of QWL. Discuss its impact on productivity.
- 8. "Grievance are the workers problems with management and indiscipline is management problems with workers". Do you agree? Justify.

[P.T.O.]

Section – D (Marks : 10)**Compulsory**

9. Read the following case and answer the questions given below. 10

Sudarshan, the Managing Director of M. Feeds, a Bangalore-based company, is a worried man. All his efforts to regain the lost market and to wipe out red in the company's balance sheet have proved futile. Sitting alone in his chamber, lighting up cigarette after cigarette and sipping cups of coffee, Sudarshan started recollecting events of 1987 which wrecked the fortunes of a once successful company.

Subhu and his team got defeated in the union election held in the beginning of 1987. Rivals, Gowda and his team got elected with comfortable majority. The winning team had a leaning towards CITU, which was known for its militancy. The attitudes and actions of Gowda and his team were not to the liking of the management, particularly Setty, the Factory Manager.

The management was waiting for a way out to deal with the new team of unionists. Not reconciled to the loss of power, Subhu and his cronies started a cultural association with an apparent objective of promoting Kannada, the local language. Setty welcomed the formation of the association and, in fact, even encouraged its activities. The management too gave financial support to the cultural outfit.

Emboldened by the encouragement given, Subhu and his team demanded that the management should negotiate with them about all matters relating to employee welfare. This proposal was not acceptable to the management which turned it down. But Setty began hobnobbing with Subhu often to the consternation of the leaders of the recognised union.

One day Gowda and Subhu had a heated exchange of words which resulted in physical bout inside the plant. Sridhar, HRD Manager, placed the duo under suspension on grounds of indiscipline.

Enquiry was conducted in which Subhu was acquitted. But Gowda refused to appear before the enquiry officer. Having been acquitted, Subhu demanded reinstatement, which the management readily agreed. Subhu, with triumph writ large on his face, came to factory but the team led by Gowda protested by calling a strike.

The Management assured Gowda that he too would be reinstated provided he was acquitted by the enquiry officer. Gowda was in no mood to listen to the management nor was he prepared to face the enquiry. Subhu demanded reinstatement which Gowda protested. The stalemate continued and the strike lasted three months.

Work resumed after prolonged talks. But the scars remained. Setty got a sack and Sridhar left and joined an Indo-French Company. M. Feeds lost its customers and the efforts (setting up, for the first time, a marketing department) to regain their patronage did not succeed. The bottom line became red and it grew thicker as years went by.

Question:

- (a) What should Sudarshan do?
 - (b) How can he tackle the situation?
-

8070 – B21 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2017

B-21: PERFORMANCE APPRAISAL & COUNSELLING (New)

Time : 3 Hours]

[Max. Marks : 50

Section – A (10 × 1 = 10 Marks)

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.
 - (a) What is performance appraisal?
 - (b) Define human resource development.
 - (c) What do you mean by competitive advantage?
 - (d) What is a potential appraisal?
 - (e) What is an assessment centre?
 - (f) What do you mean by BARS?
 - (g) What is a directive counselling?
 - (h) What is HR accounting?
 - (i) What is employee accountability?
 - (l) What do you mean by employee scorecard?
 - (k) What is mentoring?
 - (l) What is self-appraisal?

Section - B (4 × 5 = 20 Marks)

*Answer any **four** questions. Each question carries **five** marks.*

2. What are the characteristics of an effective appraisal programme?
3. What is 360 degree appraisal? Explain with an example.
4. Evaluate the ranking method and paired comparison method.
5. Describe the process of appraisal based on competencies.
6. Bring out the importance of counselling in better performance.

Section – C (1 × 10 = 10 Marks)

*Answer any **one** question which carries **ten** marks.*

7. How does a traditional approach to appraisal differ from the modern approach? Explain.
8. 'Performance appraisal has been referred to as the Achilles heel of managerial staffing'. Evaluate the statement.

[P.T.O.]

Section – D (10 Marks)
(Compulsory)
Policies and Performance Appraisal

9. Case Study:

10

Kalyani Electronics Corporation Ltd. recently diversified its activities and started producing computers. It employed personnel at the lower level and middle level. It has received several applications for the post of Commercial Manager – Computer Division. It could not decide upon the suitability of the candidate to the position, but did find that Mr. Prakash is more qualified for the position than other candidates. The Corporation has created a new post below the cadre of General Manager i.e., Joint General Manager and asked Mr. Prakash to join the Corporation as Joint General Manager. Mr. Prakash agreed to it viewing that he will be considered for General Manager's position based on his performance. Mr. Anand, the Deputy General Manager of the Corporation and one of the candidates for General Manager's position was annoyed with the management's practice. But he wanted to show his performance record to the management at the next appraisal meeting. The management of the Corporation asked Mr. Sastry, General Manager of Televisions Division to be the General Manager in-charge of Computer Division for some time, until a new General Manager is appointed. Mr. Sastry wanted to switch over to Computer Division in view of the prospects, prestige and recognition of the position among the top management of the corporation. He viewed this assignment as a chance to prove his performance.

The Corporation has the system of appraisal of the superior's performance by the subordinates. The performance of the Deputy General Manager, Joint General Manager has to be appraised by the same group of the subordinates. Mr. Anand and Mr. Sastry know very well about the system and its operation, whereas Mr. Prakash is a stranger to the system as well as its *modus operandi*. Mr. Sastry and Mr. Anand were competing with each other in convincing their subordinates about their performance and used all sorts of techniques for pleasing them like promising them a wage hike, transfers to the job of their interest, promotion etc. However these two officers functioned in collaboration with a view to pull down Mr. Prakash. They openly told their subordinates that a stranger should not occupy the 'chair'. They created several groups among employees like pro-Anand's group, pro-Sastry's group, Anti-Prakash and Sastry group, Anti-Anand and Prakash group.

Mr. Prakash has been watching the proceedings calmly and keeping the top management in touch with all these developments. However, Mr. Prakash has been quite work conscious and top management found his performance under such a political atmosphere to be satisfactory. Prakash's pleasing manners and way of maintaining human relations with different levels of employees did, however, prevent the emergence of an anti-Prakash wave in the company. But in view of the political atmosphere within the company, there is no strong pro-Prakash's group either.

Management administered the performance appraisal technique and the subordinates appraised the performance of all these three managers. In the end, surprisingly, the workers assigned the following overall scores. Prakash: 560 points, Sastry: 420 points; and Anand: 260 points.

QUESTIONS

- (a) How do you evaluate the worker's appraisal in this case?
 - (b) Do you suggest any techniques to avert politics creeping into the process performance appraisal by subordinates? Or do you suggest the measure of dispensing with such appraisal systems?
-

8071- B22 – IIS MBA (R) – M – 17

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2017

B-22: LEADERSHIP STYLES (New)

Time : 90 Minutes]

[Max. Marks : 25

Section – A (Marks : $5 \times 1 = 5$)

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

1. Answer any **five** out of the **seven** of the following sub-questions. Each question carries **one** mark.
 - (a) Define leadership.
 - (b) Who is an autocratic leader?
 - (c) Mention any four functions of a leader.
 - (d) Mention four qualities of a leader.
 - (e) What is power?
 - (f) Mention the theories of leadership.

Section - B (Marks : $2 \times 5 = 10$)

*Answer any **two** questions. Each question carries **five** marks.*

2. What are the challenges a leader has to face in diversified workforce environment?
3. Differentiate between Transactional and Transformational leadership. Which style is a most relevant is today's business world?
4. Explain the role and function of a leader.

Section – C (Marks : $1 \times 10 = 10$)

(Compulsory)

*Answer any **one** question which carries **ten** marks.*

5. David Packard

Rejected the CEO club. His eulogy pamphlet identified the Hewlett-Packard co-founder as 'Rancher, etc'.

In 1949, 37 year old David Packard attended a meeting of business leaders. Fidgeting while they discussed how to squeeze more profit from their companies, he was finally unable to contain himself. "A company has a greater responsibility than making money for its stockholders", he asserted. Eyes turned toward his six-foot-five-inch frame. "We have a responsibility to our employees to recognize their dignity as human beings." Packard said, extolling his belief that those who help create wealth have a moral right to share in that wealth.

[P.T.O.]

To his elders, Packard's ideas seemed borderline socialist if not outright dangerous. "I was surprised and shocked that not a single person at that meeting agreed with me," Packard reflected later. "It was quite evident they firmly believed I was not one of them, and obviously not qualified to run an important enterprise."

That was just fine with David Packard. He never wanted to be part of the CEO club; he belonged to the Hewlett-Packard club. In an era when bosses dwelt in mahogany-panelled sanctums, Packard took an open-door workspace among his engineers. He practised what would become famous as "management by walking around." Most radical of all for the time, he shared equity and profits with all employees.

What set Packard apart, in other words, is that he wasn't a person set apart. His idea of a good time, according to a co-worker, was to get together with friends and string barbed wire. Despite being one of Silicon Valley's first self-made billionaires, he continued to live in the small, understated house he and his wife had built in 1957. And though he donated (with Hewlett) to Stanford University an amount comparable to the present value of Jane and Leland Stanford's original endowment, he never allowed his name to appear on any of its buildings while he was alive. By defining himself as an HP man first and a CEO second, Packard did more than demonstrate humility. He built a uniquely dedicated culture that became a fierce competitive weapon, delivering 40 consecutive years of profitable growth.

While Packard's values have since waned within HP, he did more to create the DNA of Silicon Valley than perhaps any other CEO. Like the heritage left by the architects of democracy in ancient Athens, the spirit of his and Hewlett's system lives on, far beyond the walls of the institution they built.

Question:

- | | |
|---|---|
| (a) What are the qualities of leadership inherent in David Packard? | 5 |
| (b) Explain any theory of leadership that you find suitable to David Packard. | 5 |
-

8200 – B01 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018

(Revised)

QUANTITATIVE METHODS-II

Paper : B01

Time : 1.5 Hours]

[Max. Marks : 25

Section – A

1. Answer any **five** of the following:

(5 × 1 = 5)

- (a) Define general form of LPP.
- (b) What is infeasible solution in LPP?
- (c) What are Net Evaluations?
- (d) Define assignment problem.
- (e) What is convex region?
- (f) What are slack and surplus variable?
- (g) Mention steps used in NWCM for solving transportation problem.

Section – B

Answer any **two**. Each question carries **five** marks.

2. Explain various applications of LPP in Business.

(2 × 5 = 10)

3. Solve the following transportation problem by using VAM method for Initial Basic Feasible Solution.

Jobs

	D1	D2	D3	D4	Supply
O1	11	13	17	14	250
O2	16	18	14	10	300
O3	21	24	13	10	400
Demand	200	225	275	250	950

4. Solve the following Assignment Problem.

Machines

Jobs	M1	M2	M3	M4
J1	5	7	11	6
J2	8	5	9	6
J3	4	7	10	7
J4	10	4	8	3

[P.T.O.]

Section – C
(Compulsory)

5. Solve the following case:

(Marks : 10)

A Bridge way company manufactures printer and keyboard devices. The contribution margin of printer and keyboard are Rs. 30 and Rs. 20 respectively. Two types of skilled labour are required to manufacture these products: Soldering and Assembling. A printer requires 2 hours of soldering and 1 hour of assembling. The keyboard requires both 1 hour of soldering and assembling. The company has 1000 soldering hours 800 assembly hours of labour available per week. There is no restriction on the supply of raw materials. Demand for keyboard is unlimited. But at most 350 printers are sold each week. Bridge way wishes to maximise its weekly contribution margin.

- (a) Construct LPP Model for the above.
 - (b) Solve it using graphical method.
 - (c) Comment on your findings.
-

3

8201 – B02 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018

(Revised)

MANAGEMENT

Paper : B02

(Financial Management)

Time : 1½ Hours]

[Max. Marks : 25

Answer all sections.

Marks are indicated against each section.

Section A

1. Answer any **five** of the following sub-questions. Each sub-question carries **one** mark. ($5 \times 1 = 5$)
- (a) State the objectives of Financial Management.
 - (b) Define Capital Budgeting.
 - (c) How are the Cost of Debt & Cost of Preference determined for any firm?
 - (d) What is meant by Indifference Point in Capital Structure?
 - (e) Differentiate between Operating and Financial risk.
 - (f) What is the significance of working capital management?

Section B

*Answer any **two** of the following questions.*

*Each question carries **five** marks.*

($2 \times 5 = 10$)

2. Contrast the IRR and the NPV methods. Under what circumstances may they lead to (a) comparable recommendations and (b) give conflicting recommendations? Explain.
3. (a) Define the term 'Capital Structure'. Discuss the determinants of Capital Structure decisions.
- (b) A Company's current earnings before interest and taxes are Rs. 4,00,000. The firm currently has outstanding Rs. 15 lakhs of debt at an average cost of 10 per cent. Its cost of equity capital is estimated to equal 16 per cent.
- (i) Determine the current value of the firm using the traditional valuation approach.
 - (ii) Determine the firm's overall capitalisation rate and both types of leverage ratios i.e. debt to equity and debt to total capital.
4. (a) Explain the Gordon's Model of dividend decisions.
- (b) The earnings per share of a company is Rs. 8 and the rate of capitalization applicable is 10 per cent. The company has before it, an option of adopting (i) 50, (ii) 75 and (iii) 100 per cent dividend pay-out ratio. Compute the market price of the company's quoted shares as per Walter's Model if it can earn a return of (a) 15, (b) 10 and (c) 5 per cent on its retained earnings.

[P.T.O.]

Section C
(Compulsory)

5. Read the following problem and answer the questions given at the end. This section carries ten marks. (1 × 10 = 10)

A company has assets of Rs. 10,00,000 financed wholly by equity share capital. There are 1,00,000 shares outstanding with a book value of Rs. 10 per share. Last year's profit before taxes was Rs. 2,50,000. The tax rate is 35%. The company is thinking of an expansion programme that will cost Rs. 5,00,000. The financial manager considers the three financing plans:

- (a) selling 50,000 shares at Rs. 10 per share
- (b) borrowing Rs. 5,00,000 at an interest rate of 14% per annum, or
- (c) selling 5,000 preference shares at Rs. 100 each with a dividend rate of 14%.

The profit before interest and tax estimated to be Rs. 3,75,000 after expansion.

You are required to calculate:

- (i) The after-tax rate of return on assets.
 - (ii) The earnings per share.
 - (iii) The rate of return on shareholders' equity for each of the three financing alternatives.
 - (iv) Determine the indifference point between first option and second option.
 - (v) Suggest which alternative should be accepted by the firm.
-

8202 – B03 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018

(Revised)

MARKETING RESEARCH**Paper : B03***Time : 3 Hours]**[Max. Marks : 50***Section A**

1. Answer any **10** out of **12** sub-sections. Each carries **one** mark. (10 × 1 = 10)
- (a) What is the role of marketing research in marketing intelligence?
 - (b) List down the critical role of marketing research.
 - (c) How is applied research different from pure research?
 - (d) How is problem identification research different from problem solving research?
 - (e) What is Conclusive Research?
 - (f) What is management decision problem?
 - (g) Who has designed Likert scale?
 - (h) What is a comparative scale?
 - (i) When is the staple scale used?
 - (j) Why is an Anova Test used?
 - (k) What is the purpose of Chi square test?
 - (l) What is telescoping?

Section B

Answer any 4 out of the 5 questions. Each carries five marks. (4 × 5 = 20)

- 2. Quoting suitable example, explain syndicated source of secondary data.
- 3. What are the reasons for management often not clear about the real problem?
- 4. What are the potential sources of error in research design?
- 5. What are the major methods for obtaining information when using a survey method?
- 6. Explain the classification of sampling techniques.

Section C

Answer any 1 out of the 2 questions. It carries ten marks. (1 × 10 = 10)

- 7. Develop a questionnaire for determining household preference for popular brands of health drinks.
- 8. The marketing manager of well-known health drink brand conducted a pilot study to examine the effectiveness of three commercials A, B and C. 10 consumers were assigned to view each commercial and rate it on a 9-point Likert scale. The data obtained from 30 respondents are given in table below.

[P.T.O.]

At 5% of level, are the three commercials equally effective?

Commercial		
A	B	C
4	7	8
5	4	7
3	6	7
4	5	6
3	4	8
4	6	7
4	5	8
3	5	8
5	4	5
5	4	6

Section D (Compulsory)

9. Read the case and answer the questions: (10)

Larry Anderson is President of Anderson Construction. The firm had been in business for almost five years when the housing industry crashed with the Wall Street debacle of 2008. Anderson had quickly become profitable in the building business, but it was a time when nearly everyone in the business was making profits as the industry was overinflated by a boom based on banking fees rather than real demand. To make a reputation, the company had invested heavily in the selection of a superior construction crew. Larry Anderson had followed a strategy of hiring only personnel with high levels of training and experience. This had given him the ability to be versatile. Anderson had prided itself on quality custom-home construction, but he had a few jobs in large commercial buildings and multifamily, multi storey projects. His well-experienced staff of employees gave him the ability to take on a variety of construction projects. By 2012, Anderson was one of the few firms left in town. Most construction firms had gone out of business trying to wait out the housing bust. Anderson remained afloat with a few good employees and very limited demand among a few individuals who were interested in building custom homes. Because Larry had invested in his personnel with better pay and continuous training for them, he still had many employees who stayed in touch with him. These employees were eager to go back to work for Anderson and were biding their time in one or more part-time jobs.

Larry Anderson was not accustomed to doing marketing research. Because he started his business at a time when the artificial building boom was rising, he had what seemed like an endless supply of job opportunities on which to bid. The only research Larry had conducted during those formative years was exploration to find key personnel and to keep up with building materials and building code changes. Now, as Larry had only two custom home jobs in the queue, he began to worry about how he could find more work for his construction crews. He wondered if marketing research would be of any help.

Questions:

- Explain why you think Larry Anderson should look into doing marketing research or not doing marketing research.
- Think about the components of a marketing information system. Which component/s would you suggest Larry Anderson use and why?

8203 – B04 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018

(Revised)

PRODUCTION AND OPERATION MANAGEMENT

Paper : B04

Time : 90 Minutes]

[Max. Marks : 25

Section – A

1. Explain the following terms. (Any 5)

(5 × 1 = 5)

- (a) What is Plant location?
- (b) Mention types of Plant Layout.
- (c) Define Work Study.
- (d) What do you mean by Inventory Control?
- (e) What do you mean by Sequencing?
- (f) What is Productivity?

Section – B

Answer any two. Each question carries five marks.

(2 × 5 = 10)

- 2. What do you mean by "Production Planning and Control"? Explain its objectives.
- 3. What are the factors are essential in determining the plant layout.
- 4. Explain various techniques of Inventory Control.

Section – C

(Compulsory)

(10)

5. The following table shows the time remaining (number of days until due date) and the work remaining (number of days of work) for 5 jobs which were assigned the letters A to E as they arrived at the shop. Sequence these jobs by Priority rules:

- (a) FCFS
- (b) EDD
- (c) LS
- (d) SPT
- (e) LPT

Jobs	No. of days until due date	No. of days work remaining
A	8	7
B	3	4
C	7	5
D	9	2
E	6	6

8204 – B05 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018

(Revised)

MANAGEMENT

(Organisation Behaviour)

Time : 3 Hours]

[Max. Marks : 50

Section A

1. Answer any **ten** sub-questions. Each sub-question carries **one** mark. (10 × 1 = 10)
- (a) What is organizational behaviour?
 - (b) What are the forms of workforce diversity?
 - (c) What are the components of attitude?
 - (d) Are emotions rational? Why?
 - (e) What is personality?
 - (f) What are instrumental values?
 - (g) What is perception?
 - (h) Define group dynamics.
 - (i) What are the types of teams?
 - (j) What is power?
 - (k) What is distributive bargaining?
 - (l) What is organizational culture?

Section B

Answer any **four** of the following questions. Each carries **five** marks. (4 × 5 = 20)

2. What are the challenges and opportunities for managers in using OB applications?
3. How does the situation or environment affect the degree to which personality predicts behaviour?
4. Explain the relationship between perception and decision making.
5. How does group size affect group performance? Explain.
6. Compare and contrast charismatic and transformational leadership.

Section C

Answer any **one** of the following. Each question carries **ten** marks. (1 × 10 = 10)

7. What is the connection between sexual harassment and abuse of power?
8. What are the differences between the traditional and interactionist views of conflict?

[P.T.O.]

9. Read the following Case Study and answer the questions given at the end. (1 × 10 = 10)

For achieving harmonious relationships and getting out of conflicts, it is important to remember there are situations in which too little conflict can be a problem. As we noted, in creative problem-solving teams, some level of task conflict early in the process of formulating a solution can be an important stimulus to innovation.

However, the conditions must be right for productive conflict. In particular, individuals must feel psychologically safe in bringing up issues for discussion. If people fear that what they say is going to be held against them, they may be reluctant to speak up or rock the boat. Experts suggest that effective conflicts have three key characteristics: They should (1) speak to what is possible (2) be compelling and (3) involve uncertainty.

So, how should a manager "pick a fight"? First, ensure that the stakes are sufficient to actually warrant a disruption. Second, focus on the future, and on how to resolve the conflict rather than on whom to blame. Third, tie the conflict to fundamental values. Rather than concentrating on winning or losing, encourage both parties to see how successfully exploring and resolving the conflict will lead to optimal outcomes for all. If managed successfully, some degree of open disagreement can be an important way for companies to manage simmering and potentially destructive conflicts.

Questions:

- (a) How would you ensure sufficient discussion of contentious issues in a work group? How can managers bring unspoken conflicts into the open without making them worse?
 - (b) How can negotiators utilize conflict management strategies to their advantage so that differences in interests lead not to dysfunctional conflicts but rather to positive integrative solutions?
 - (c) Can you think of situations in your own life in which silence has worsened a conflict between parties? What might have been done differently to ensure that open communication facilitated collaboration instead?
-

8205 – B06 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018

(Revised)

MACRO-ECONOMICS FOR MANAGERS

Paper : B06**(New)**

Time : 90 Minutes]

[Max. Marks : 25

*All sections are compulsory.**Read instructions given at each section.**Relevant illustrations must be given wherever required.***Section – A**

1. Answer any **five** out of **seven** of the following sub-questions. Each question carries **one** mark.
(5 × 1 = 5)

- (a) What do you mean by Macro Economics Policy?
- (b) What is Open Market Operations?
- (c) What are the determinants of Money Supply?
- (d) Define National Income.
- (e) Give the meaning of Net National Product.
- (f) State the subjective factors of Consumption Function.
- (g) What are the functions of Commercial Banks?

Section – B*Answer any **two** questions. Each question carries **five** marks.*

- 2. What do you mean by Macro Economics? State its significance and limitations. (2 × 5 = 10)
- 3. What are the determinants of Consumption Function?
- 4. Discuss the role of Indian Money Market.

Section – C*(Compulsory)*

(1 × 10 = 10)

- 5. Distinguish between total credit control and selective credit control measures of monetary control. Under what conditions are the qualitative controls preferred to quantitative controls?
-

8210 – B12 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018

(Revised)

MANAGEMENT

Paper: B12

(Consumer Behaviour)

Time : 3 Hours]

[Max. Marks : 50

Section A – (Marks : $10 \times 1 = 10$)

1. Answer any **ten** sub questions, each sub question carries **one** mark.

- (a) Who is opinion leader?
- (b) What is reference group?
- (c) What is meant by gender?
- (d) What is life style marketing?
- (e) What is personality?
- (f) What is brand switching?
- (g) Consumer behaviour audit.
- (h) What is relationship marketing?
- (i) What is post purchase dissonance?
- (j) Who is committed consumer?
- (k) Define consumerism.
- (l) Why do values differ across cultures?

Section B – (Marks : $4 \times 5 = 20$)

*Answer any **four** of the questions, each question carry **five** marks.*

2. Why should we study foreign cultures if we do not plan to engage in international or export marketing?
3. What is customer literacy? How is it related to the quality of consumer choices?
4. Explain how reference group influence helps marketers to design strategies?
5. What is happening to male and female gender roles?
6. What are the implications of marketers in creating a personality for their brands?

Section C – (Marks : $1 \times 10 = 10$)

*Answer any **one** of the following questions, each question carries **ten** marks.*

7. What are the demographics? Why are they important to international marketers?
8. Consider a product category in which you make regular purchases. How have your belief strengths and evaluations and brand attitudes changed over time?

[P.T.O.]

Section D - (Marks : $1 \times 10 = 10$)

9. Read the following Case Study and answer the questions given at the end.

Consumer Literacy is a major issue in American society. Statistics reveal that 20 per cent of American adults are functionally illiterate while an additional 34 per cent are marginally literate. Both groups struggle with reading comprehension, and inference making in ways that are atypical of literate consumers. **Consumer Literacy** is defined as "*the ability to find and manipulate text and numbers to accomplish consumption-related tasks within a specific market context in which other skills and knowledge are also employed*".

Low consumer literacy has many negative consequences for consumers in terms of making bad choices, paying too much, and being taken advantage of by unscrupulous marketers. The following quote from a daughter trying to help her mother makes this point:

And, well, like she can't count. And, one day I was into the store with her, and she bought two boxes of cereal for \$ 5.00. And, she gave the guy a \$ 10.00 bill. And the guy didn't give her the change back. Well, which two boxes of cereal was only \$ 5 .00? So I went back and I got onto his back about it ... And he felt kind of bad, you know, for trying to cheat her, but he did give her \$ 5.00 change back.

Certain low literate consumers feel isolated and allow the negative social stigma to keep them from seeking help and allowing it to limit their purchasing. They use coping strategies such as memorizing brand logos from advertising to help them identify the correct brands or visual package cues to help them select the right product. They also choose a limited number or types of retailers with whom they are familiar and/or trust, so they feel safe. Finally, they will rely on trusted friends and family members to help them operate effectively and avoid major pitfalls. One consumer indicated that she would "drag her feet" when sales people try to get her to buy something and she doesn't understand a critical aspect by telling the sales person "I've got to go talk to my husband."

Others actively work to reject the stigma and to increase their skills through literacy programs. A key finding is that those who reject or fight against the negative social stigma tend to have higher levels of esteem, are more likely to work to change their literacy status, and thus are less likely in the long run to experience negative market outcomes as often or to the extent of those who simply accept their situation.

Many programs designed to protect consumers presume adequate consumer literacy. Clearly, low literacy itself becomes a threat to consumer well-being. For example, FDA food labelling laws are likely to be of little consequence to low literacy consumers. Clearly, more needs to be done to provide programs that encourage consumer literacy, enhance coping strategies, and help consumers overcome the fear and stigma associated with low literacy.

Critical Thinking Questions:

- What is consumer literacy? How is it related to the quality of consumer choices?
 - What ethical issues are associated with marketing to low literate consumers?
 - Search the Internet for programs in your State that deal with the literacy issue. Are the resources abundant?
-

8211 – B13 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018

(Revised)

DISTRIBUTION AND LOGISTICS MANAGEMENT

Paper : B13

Time : 3 Hours]

[Max. Marks : 50

Section A – (Marks : $10 \times 1 = 10$)

1. Explain the following terms. (Any 10) (10 × 1 = 10)
- (a) What do you mean by assortment?
 - (b) Who are C&F agents?
 - (c) What is information flow?
 - (d) Explain Push & Pull Strategy.
 - (e) What do you mean by Reverse logistics?
 - (f) What is "Spatial Discrepancy"?
 - (g) What is Channel Management?
 - (h) Explain Selective Distribution Channel.
 - (i) What is fill rate?
 - (j) What is logistics planning?
 - (k) What do you mean by Zero level system?
 - (l) What is channel power?

Section B – (Marks : $4 \times 5 = 20$)

Answer any four questions, each question carries five marks.

2. What are the criteria one has to consider while designing distribution channel?
3. Discuss the emphasis of IT in the logistics.
4. How does distribution channel help in bridging different discrepancies? Explain with relevant examples.
5. What are the causes for channel conflicts and how they can be avoided?
6. Discuss the role of inventory and warehouse in a company's supply chain.

Section C – (Marks : $1 \times 10 = 10$)

Answer any one of the following questions. Each carries ten marks.

7. How can a small manufacturer build attractive channel positioning? How can he build his channel power and channel offerings?
8. Company wants to enter into foreign market. What are the different entry modes available? Which one is best according to you?

[P.T.O.]

Section D - (Marks : $1 \times 10 = 10$) (Compulsory)

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

Global Agro Products is a Chennai-based manufacturer of instant speciality foods. Most of its products are based on typical South Indian recipes such as *dosai/idli* batter, instant *idiappams*, and *appam* batter. Altogether the firm sells about eight different products and has about 20 stock keeping units (SKUs). The Company has been in operation for the past ten years and has developed these products with technical help from the Food Research Institute. It sources the raw materials for all its products from farmers in Tamil Nadu and has a factory located in the suburbs of Chennai to manufacture these products. The manufactured products are carefully packaged to vacuum sealed polypacks that have a short shelf life. Many of the products, such as *dosai/idli* batter, have a shelf life of not more than two days and have to be stored in refrigerated units. Other products, such as instant *idiappam* and instant *upuma* have a longer shelf life and can be stored in normal temperature. Roughly, the company produces 10 SKUs that need special refrigerated storage and have a very short shelf life.

In the year 2009-2010, the company had a sales turnover of ₹ 20 crore with net profit of about 3 crore. Roughly, half of this came from the perishable products, and the other half from non-perishable products. Due to shorter shelf life, the company sells its perishable products in and around Chennai. The non-perishable products are sold across Tamil Nadu and Kerala. The products are sold under an umbrella brand name. The brand name is promoted through television and outdoor advertising, as well as through point of purchase materials such as posters. Over the last 10 years, the company has built up a good brand image and has a loyal following. The products are typically bought by middle income families. The products are considered to be very convenient in families where both the husband and wife are working. The brand is known for its quality and taste.

The products are sold through a variety of retail outlets. They are available in most of the major supermarkets, as well as through small *kirana* stores with refrigeration facilities. The products are also sold through milk booths which typically will have refrigeration facilities. Supermarkets accounts for roughly 30 per cent of all the sales for perishable products. The retailers are given a margin of 10 per cent over the maximum retail price. To reach such a large retail network, the company relies on three different types of distributors. The supermarkets buy these products directly from the company at a much reduced rate but in bulk quantities. Typically, the supermarkets demand roughly 20 per cent commission from the retail price. For their *kirana* outlets in and around Chennai, the company relies on 15 independent distributors who have expertise in selling perishable products. Chennai is a large city with around 10 million inhabitants and a lucrative market with the company's products being sold through more than a thousand small outlets and milk booths. These retail outlets in Chennai are covered by the 15 wholesalers.

The wholesalers provide a variety of services for the company. Most of these wholesalers are truck jobbers who cover about 50 to 100 retailers every day. They sell a variety of perishable items, such as ice cream and cooked food, along with the instant food products manufactured by Global Agro Products. Most of these players are just small operators with no more than two to three employees. The company gives a commission of 10 per cent to these wholesalers.

For most of these wholesalers, Global Agro Products is their largest supplier. Each wholesaler has a well designated territory and does not encroach on any other. The wholesalers take the stock from the factory every day at around 1.00 p.m. and travel through their designated route, covering about 50 to 60 retailers between 1.00 p.m. and 6 p.m. The distributors supply the products to the retailers based on the retailer's request and take back any unsold items. The retailers are billed every Saturday and payments are collected for the week. The retailer therefore gets a week's credit. The wholesalers also sell other products, along with the *dosai/idli* batter to these retailers. These products (such as flavoured milk and cooked sweets) are sourced from other manufacturers. The wholesalers thus share their overheads from these products.

The non-perishable items are sold (sometimes to the very same shops in Chennai) through another set of large distributors. These distributors cover both Tamil Nadu and Kerala and cover a larger set of retailers. They are large food distributors who handle several other products, including those from other large FMCG companies. These distributors have large warehouses and transportation infrastructure. The company employs roughly one distributor per district and deal with about 50 distributors of this category. While the company insists on a maximum retail price for these products and give 20 per cent commission for these products to large distributors, the company has hardly any control over the rate at which the products are sold to the retailers, nor the coverage achieved by distributors. The distributors also pay only one month after the purchase. These products are ordered by the distributors as and when they face a demand from the retailers. They are supplied by the company within two days. The company supplies the products through transporters to the warehouses of the distributors. Some of the distributors are located in Kerala, hundreds of miles away from Chennai. The company deducts the transportation costs from the distributor's commission on a monthly basis.

Presently, the factory is working to 70 per cent capacity and lack of capacity utilization is affecting its profits. The company wants to achieve 100 per cent capacity and feels that there is demand for its products in the market. While the wholesalers cover several small shops in Chennai, it is believed that there is scope for increasing the coverage by at least 50 per cent. Several neighbourhoods are still not covered. With the city expanding to several more suburbs, there is scope to expand the market further. However, the company feels that expanding the distribution beyond Chennai is not probably that easy. It is also considering appointing large wholesalers instead of dealing with several small wholesalers. However, it will be difficult to find such a large wholesaler who has good local contacts, and further, such a wholesaler may ask for more commission. Initial enquiries reveal that large food wholesalers would demand about 10 to 15 per cent commission, although they cannot guarantee the existing level of coverage.

As far as non-perishable items are concerned, the company feels that is potential for more coverage in a State like Kerala, where the distributors are not very effective in promoting the company's products, as there is intense competition from several Kerala based producers of similar products. The company is seriously thinking of appointing a commissioning agent in Kerala, with warehousing facility in order to cater to the distribution there.

Questions:

- a) What do you think about the present distribution structure of Global Agro Foods? Is there scope for improvement?
 - b) Devise a detailed performance measurement scheme for measuring the performance of the wholesalers and distributors.
 - c) Which do you think is the best way to expand the distribution network? Why?
-

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17

8212 – B14 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018

(Revised)

MANAGEMENT

Paper : B14

(Services Marketing)

*Time : 1.5 Hours]**[Max. Marks : 25***Section – A**

1. Answer any **five** sub questions, each sub question carries **one** mark. (5 × 1 = 5)
- (a) Distinguish between service offerings and customer service.
 - (b) What is the ACSI?
 - (c) Distinguish between desired service and adequate service.
 - (d) What is service recovery?
 - (e) What is service encounter?
 - (f) What is performance gap?

Section – B*Answer any **two** of the following questions, each question carries **five** marks.*(2 × 5 = 10)

- 2. Discuss the differences between perceptions of service quality and customer satisfaction.
- 3. Explain the significance of research to listen to the customer voice.
- 4. What factors influence the customers's expectations? Explain.

Section – C*(Compulsory)*

5. How can the behaviour of service consumers be influenced? Illustrate with suitable example. (1 × 10 = 10)
-

8213 – B15 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018

(Revised)

MANAGEMENT

Paper : B15

(Financial Markets)

Time : 3 Hours]

[Max. Marks : 50

*Note : Answer all the sections. Marks are indicated against each section.***Section – A**

1. Answer any
- ten**
- of the following sub-questions. Each sub-question carries
- one**
- mark.

(10 × 1 = 10)

- (a) What do you mean by the term 'Financial Markets'?
- (b) Define Gilt Edged Securities.
- (c) What do you understand by Margin on Trade?
- (d) Define DEMAT.
- (e) What is meant by Book Building Process?
- (f) What are Bonus Shares?
- (g) What is meant by a Treasury Bills?
- (h) Who is an Investment Banker?
- (i) What do you understand by Green Shoe Option?
- (j) Define an IPO.
- (k) What do you understand by cutoff rate to a stock issue?
- (l) Who is a Depository Participant?

Section – B*Answer any four of the following questions.**Each question carries 5 marks.*

- 2. Discuss the role played by financial markets in economic development of a country. (4 × 5 = 20)
- 3. Critically evaluate the role played by SEBI in the development and regulation of the securities market in India.
- 4. What is a Prospectus? Why is it required? Discuss briefly the contents of a Prospectus.
- 5. Distinguish between a capital market and a money market.
- 6. Write a short note on:
 - (a) Trading procedure in NSE
 - (b) Advantages of Depository System.

[P.T.O.]

Section - C

Answer any one of the following questions. This carries ten marks.

(Marks : $1 \times 10 = 10$)

7. What are Financial Instruments? How are they classified? Briefly explain the different capital market instruments.
8. What is a New Issues Market? What are its features? Discuss briefly the different methods of marketing of new issues.

Section - D

(Compulsory)

(Marks : $1 \times 10 = 10$)

9. Provide an empirical overview of Indian Financial System, highlighting the major challenges encountered and the strategies initiated by the regulatory system to provide for efficiency in capital market operations in India.
-

8214 – B16 – IIS MBA (R) – M – 18**SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018****(Revised)****DERIVATIVES MARKETS****Paper : B16****Time : 3 Hours]****[Max. Marks : 50**

- Instructions :**
- 1) All sections are compulsory.
 - 2) Read instructions given at each section.
 - 3) Relevant illustrations must be given wherever required.

Section – A

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.
(10 × 1 = 10)
- (a) What is price Risk?
 - (b) What are Derivatives Products?
 - (c) What do you mean by over-the-counter Contracts?
 - (d) What is hedging?
 - (e) Distinguish between futures and forwards.
 - (f) Give the meaning of margin.
 - (g) Distinguish between put and call options.
 - (h) What do you mean by tick size?
 - (i) What is a strike price?
 - (j) What is ATM?
 - (k) What do you mean by floating-rate notes?
 - (l) What do you mean by Zero-coupon swaps?

Section – B

Answer any four questions. Each question carries five marks.

(4 × 5 = 20)

2. What do you understand by Derivatives Markets? Discuss the recent trends in Indian Derivatives Market.
3. Briefly discuss about futures contracts which do not involve delivery of physical commodities and are settled in cash only.

[P.T.O.]

4. Calculate the price of a forward contract using the following data:

Price of the share	:	Rs. 75
Time to expiration	:	9 months
Dividend expected	:	Rs. 2.20 per share
Time to dividend	:	4 months
Continuously compounded risk-free rate of return	:	12% per annum

5. From the following data, determine for each option, the intrinsic value and the time value.

S. No.	Option	Stock Price	Exercise	Option Price
1	Put	36	32	5.30
2	Call	48	50	4.10
3	Call	107.50	105	8.40
4	Put	42	45	9.70

6. Bhuvan wants to create a Bear spread. He buys a call option on a share 'R' of Rs. 110 for a premium of Rs. 5. Also, he sells an identical call option at the exercise price of Rs. 100 for a premium of Rs. 9. Find out the net profit/loss that Bhuvan will make in each of the following conditions:

- If the settlement rate is Rs. 90.
- If the settlement rate is Rs. 108.
- If the settlement rate is Rs. 119.

Section – C

Answer any **one** question which carries **ten** marks.

(Marks : $1 \times 10 = 10$)

- Give an account of the evolution of stock exchanges in India. At present, how many exchanges does India have?
- From the following data, calculate the values of call and put options using Black and Scholes model:

Current price of the share	:	Rs. 486
Exercise price	:	Rs. 500
Time to expiration	:	65 days
Standard deviation	:	0.54
Continuously compounded rate of interest	:	9% p.a.
Dividend expected	:	Nil

For the d_1 and d_2 values, and $N(d)$ values you can refer tables.

Section – D
(Compulsory)

9. On January 1, 2018 an investor has a portfolio of 5 shares as given here:

10

Security	Price	No. of shares	Beta
A	59.50	5,000	1.05
B	81.85	8,000	0.35
C	101.10	10,000	0.80
D	125.15	15,000	0.85
E	140.50	1,500	0.75

The cost of capital to the investor is 12% per annum.

You are required to:

- (a) Calculate the beta of his portfolio.
- (b) Calculate the theoretical value of the NIFTY futures for February.
- (c) If its current value is 1005 and NIFTY futures have a minimum trade lot requirement of 200 units, obtain the number of contract of NIFTY he needs to sell in order to get a full hedge until February for his portfolio. Assume that the futures are trading at their fair value.
- (d) Calculate the number of futures contracts the investor should trade if he desires to reduce the beta of his portfolio to 0.7.

(Revised)

COSTING FUNDAMENTALS FOR MANAGERS

Paper : B19

Time : 1.5 Hours]

[Max. Marks : 25

Section – A

1. Answer any **five** questions. Each question carries **one** mark. (5 × 1 = 5)
- Write any three assumptions of Break Even chart.
 - Mention any four features of budget.
 - Write two differences between period cost and product cost.
 - What is meant by ABC Analysis?
 - Write any two differences between LIFO and FIFO methods.
 - What do you mean by budgetary control?

Section – B

Answer any **two** questions. Each question carries **five** marks. (2 × 5 = 10)

- What is inventory control? Why is it important? Explain the different types of stock level with formula to compute them.
- The following extract of costing information relates to commodity A for the year ending 31st Dec 2016.

	Rs.
Purchase of raw materials	60,000
Direct wages	50,000
Rent, rates, insurance and work on cost	20,000
Carriage inward	1,000
Stock 1st Jan 2016: Raw materials	10,000
Finished products – 2000 tons	8,000
Stock 31st Jan 2016 : Raw materials	11,000
Finished products – 4000 tons	–
Work in progress 1st Jan 2016	2,400
Work in progress 31st Jan 2016	8,000
Cost of factory supervision	4,000
Sale of finished products	1,50,000

Advertising, discount allowed and selling costs: Re. 0.40 per ton sold. 32,000 tons of the commodity were produced during the period. Prepare a cost sheet to ascertain.

- Cost of the output of the period and the cost per ton of production
- The net profit.

[P.T.O.]

4. A retail dealer in garments is currently selling 24,000 shirts annually. He supplies the following details for the year ended 31st March 2016.

	Rs.
Selling price per shirt	40
Variable Cost per shirt	25
Fixed Cost:	
Staff salaries for the year	1,20,000
General Office Costs for the year	80,000
Advertising Costs for the year	40,000

As a Cost Accountant of the firm you are required to answer the following, each part independently:

- Calculate the break-even point in units.
- Calculate the margin of safety (in Rs.).
- Assume that 20,000 shirts were sold in a year. Find out the net profit of the firm.
- If it is decided to introduce selling commission of Rs. 3 per shirt, how many shirts would be required to be sold in a year to earn a net income of Rs. 15,000?

Section - C

5. Read the case and answer the questions. This section carries ten marks. (10)

Ramakrishna and Co. has given the forecast sales for Jan to July 2017 and actual sales for November and December 2016 as under. With the other particulars given, prepare cash budget for the months from Jan to May 2017.

Month	Nov 2016	Dec 2016	Jan 2017	Feb 2017	Mar 2017	April 2017	May 2017	June 2017	July 2017
Sales in Rs.	160000	140000	160000	200000	160000	200000	180000	240000	200000

- Sales 20% cash and 80% credit, payable in the third month.
- Variable expenses 5% on turnover, time lag half month.
- Commission 5% on credit sale payable in the third month.
- Purchases are 60% of the Sales. Payment will be made in 3rd month of purchase.
- Rent Rs. 6000 paid every month
- Other payments: Fixed assets purchases – Feb Rs. 36000 and March Rs. 100000.
Taxes – April Rs. 40000
- Opening Cash Balance Rs. 50000.

8218 – B20 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018
(Revised)

LEGAL ENVIRONMENT AND INDUSTRIAL RELATIONS

Time : 3 Hours]

[Max. Marks : 50

Section A – (Marks : $10 \times 1 = 10$)

1. Explain the following terms. (Any 10)
 - (a) What do you mean by Industrial Relation?
 - (b) Define Workers Participation in Management.
 - (c) What do you mean by Quality circles?
 - (d) What is employee empowerment?
 - (e) What do you mean by Lay-off?
 - (f) What is collective bargaining?
 - (g) Mention different laws applicable to HR function.
 - (h) Identify reasons for industrial dispute.
 - (i) What do you mean by Grievances?
 - (j) What is the scope of Sexual Harassment Act 2013?
 - (k) What do you mean by Delegation of Authority?
 - (l) Strike vs Lockout.

Section B – (Marks : $4 \times 5 = 20$)

Answer any four questions, each question carries five marks.

2. Evaluate various types of employee welfare schemes with examples.
3. Discuss steps in Employee empowerment process.
4. Explain different methods of Collective bargaining with examples.
5. Write a short note on "legal Enactment in India".
6. Critically evaluate different types of unions with examples.

Section C – (Marks : $1 \times 10 = 10$)

Answer any one.

7. "A multiplicity of trade unions hampers their bargaining ability." Discuss.
8. "What industries need today are highly committed employees"? Keeping this in view explain the importance of grievance procedure in business organisation.

[P.T.O.]

Section D - (Marks : 1 × 10 = 10)*(Compulsory)***9. Answer**

Read the case and answer the questions given at the end:

Case Study:

Vikas Motor Limited is the second-largest two-wheeler manufacturer in the country. The company has ten brands, each performing well, and five production plants in different regions of the country. It has a single recognized union which is strong and effective with nearly 70 per cent membership of the employees. As part of its IR strategy, Vikas Motor follows a well-established collective bargaining technique for deciding labour-related issues, including wages and other benefits. Due to 'collective bargaining, the company has been revising the compensation packages of the employees once in three years. Collective bargaining has also ensured that the company has remained free from any major industrial dispute and disturbances for several years till date.

However, the entry of foreign companies into the market, which created a price war in the two-wheeler segment instantly meant that every company in the automobile industry was forced to respond in some way to this emerging trend. Obviously, companies viewed cost reduction as the most viable approach to warding off the threat of elimination from the market.

Understandably, the emphasis of Vikas Motor was also on cost cutting, and its board decided that the best strategy for wage reduction or freezing and cutting back on expensive employee benefits is the introduction of individual employee-level bargaining and the elimination of collective bargaining. The directors also felt that collective bargaining achieved the desired result on the IR front but not in terms of productivity and cost reduction. However Mr. Gupta, Director of HR and IR, differed with the general opinion of the board and advised it to look at collective bargaining as an instrument of change and not as an obstruction. Finally, the board decided to abolish collective bargaining as a wage-fixation technique and replaced it with individual employee-oriented and performance based system for wage determination. The employees and their union received the news with shock and disbelief and responded with a flash strike. The company witnessed a strike after several years but the management viewed it as an emotional response of the employees and hoped that normalcy could be restored through talks and awareness campaigns. However, Mr Gupta feared a steady deterioration in the relations between the employers and the employees and also reduced employee cooperation and performance.

Questions for discussion

- (a) What is your opinion about the problems of Vikas Motor Limited that have been caused due to the advent of foreign companies?
 - (b) Do you agree with the decision of the board of directors regarding the abolition of collective bargaining and its replacement with individual employee bargaining?
 - (c) How do you foresee the future of this company? What measures are required now to normalize the situation?
-

8219 – B21 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018

(Revised)

PERFORMANCE APPRAISAL AND COUNSELLING**Paper : B21**

Time : 3 Hours]

[Max. Marks : 50

Section - A1. Answer any **ten** out of **12** sub questions. Each carries **one** mark.

- (a) Performance Management
- (b) What do you understand by KPAs?
- (c) What is self appraisal?
- (d) Define competitive advantages
- (e) Accountability vs Responsibility
- (f) Performance Counselling
- (g) Assessment Centres
- (h) Balance Score card
- (i) What is post appraisal interview?
- (j) Define job profiling
- (k) Role Clarity
- (l) Mentoring

10 × 1 = 10

Section - B

Answer any 4 out of the 5 questions. Each question carries 5 marks

4 × 5 = 20

- 2. What are the essentials of designing and implementing Balance Score Card?
- 3. Explain the role of a counsellor and the relevance of counselling in P.A. System.
- 4. Discuss the different techniques of performance appraisal.
- 5. Explain in brief the role of organization in facilitating employee's performance.
- 6. Elaborate on the measures to improve the performance and reduce stress.

[P.T.O.]

Section - C

Answer any **one** question, which carry **ten** marks:

1 × 10 = 10

7. Explain the specific problems faced by MNCs in performance management systems.
8. Design a performance plan using KPAs and KRAs for any service industry of your choice

Section - D

(Compulsory)

1 × 10 = 10

9. A Senior executive middle aged, was expecting promotion for the past 4 years, which is due for him as he is with the organization from its inception. The performance appraisal methods are changing every year, as HR manager is highly curious and adventurous in testing many new methods. The middle aged executive cannot cope up with up gradation of softwares related to performance appraisals. He is sincere in his job, not very high performing or low. He accomplishes his targets and has been loyal to the organization.

When everytime his promotion is denied based on performance rankings and his juniors move up the ladder, he felt cheated and victimised. He cursed and loathed the system of performance appraisals and recently has not been cooperating with his superiors (once his juniors). Absenteeism is increasing and performance is going unsatisfactory.

Questions:

- (a) What is the major issue in the case?
 - (b) Is the performance evaluation of the company not good?
 - (c) Who is responsible for the poor performance of the executive?
-

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8220 – B22 – IIS MBA (R) – M – 18

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2018

(Revised)

LEADERSHIP STYLES

Time : 1½ Hours]

[Max. Marks : 25

Section - A

1. Answer any 5 out of 7 sub-questions. Each carries one mark. (5 × 1 = 5)
- a) What is power and how is it different from influence?
 - b) What is the difference between leadership and management?
 - c) What is interpersonal communication? What is its significance in leadership?
 - d) What are the traits that separate a leader from others?
 - e) What is participative leadership?
 - f) What is the Great Man Theory of Leadership?
 - g) What are the differences between a task orientation and a people orientation in leadership?

Section - B

Answer any 2 out of 3 questions. Each carries five marks 2 × 5 = 10

- 2. What is leadership? How does effective leadership benefit the organization? Explain with suitable examples.
- 3. Explain the evolution of leadership theories.
- 4. "The future of Artificial Intelligence (AI) is supporting and augmenting human capabilities such that a human-AI team is stronger than either alone". Substantiate the statement.

Section - C (Compulsory)

5. Case Study: 1 × 10 = 10

Your Institute plans to organize a management event and you have been asked to plan and implement an effective system for the organization.

- a) Explain how you would manage this task to ensure a successful outcome for the event. 5
- b) Identify the problems that could arise during the planning, organizing and conducting the event and explain how you would address these problems. 5

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28

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SECOND SEMESTER P.G. (CBCS) DEGREE
EXAMINATION, MAY/JUNE 2018
SWAMI VIVEKANANDA STUDIES
Human Resource Development and Professional Skills (OEC)

Time : 3 Hours]

[Max. Marks : 75

Instructions : 1) Answer **all** questions.

2) Marks are indicated against **each** question.

1. a) Swami Vivekananda is spiritual leader. Explain.

OR

b) Describe Swami Vivekananda's message to the youths.

15

2. a) Explain the principles involved in physical development of human beings.

OR

b) What is spiritual awareness ? Explain the effect of spirituality on individual.

15

3. a) Suggest strategies for will power development.

OR

b) Elaborate general principles in functioning of mind.

15

4. a) What is positive thinking ? Explain. Discuss the effect of meditation on mind and body.

OR

b) Discuss the importance of communication and language in personality development.

15

[P.T.O.]



5. Write short notes on the following :

- | | |
|-------------------------|---|
| a) Social development. | 8 |
| b) Character building. | 7 |
| OR | |
| c) Brain and behaviour. | 8 |
| d) Presentation skills. | 7 |

ಕನ್ನಡ ಆವೃತ್ತಿ

ಸೂಚನೆಗಳು : 1) ಎಲ್ಲಾ ಐದು ಪ್ರಶ್ನೆಗಳಿಗೂ ಉತ್ತರಿಸಿ.

2) ಪ್ರತಿ ಪ್ರಶ್ನೆಯ ಎದುರಿಗೆ ಅಂಕಗಳನ್ನು ಸೂಚಿಸಲಾಗಿದೆ.

1. ಅ) ಸ್ವಾಮಿ ವಿವೇಕಾನಂದ ಒಬ್ಬ ಆಧ್ಯಾತ್ಮಿಕ ನಾಯಕ. ವಿವರಿಸಿ.

ಅಥವಾ

- ಬ) ಯುವಕರಿಗೆ ಸ್ವಾಮಿ ವಿವೇಕಾನಂದರ ಸಂದೇಶವನ್ನು ವರ್ಣಿಸಿ. 15

2. ಅ) ಮಾನವನ ಶಾರೀರಿಕ ಬೆಳವಣಿಗೆಯಲ್ಲಿ ಅಡಕವಾಗಿರುವ ನಿಯಮಗಳನ್ನು ವಿವರಿಸಿ.

ಅಥವಾ

- ಬ) ಆಧ್ಯಾತ್ಮಿಕ ಅರಿವು ಎಂದರೇನು ? ವ್ಯಕ್ತಿಯ ಮೇಲೆ ಆಧ್ಯಾತ್ಮದ ಪರಿಣಾಮವನ್ನು ವಿವರಿಸಿ. 15

3. ಅ) ಸಂಕಲ್ಪ ಶಕ್ತಿಯ ಬೆಳವಣಿಗೆಗೆ ತಂತ್ರಗಳನ್ನು ಸೂಚಿಸಿ.

ಅಥವಾ

- ಬ) ಮನಸ್ಸಿನ ಕಾರ್ಯದಲ್ಲಿನ ಸಾಮಾನ್ಯ ತತ್ವಗಳನ್ನು ವಿಸ್ತರಿಸಿ ಬರೆಯಿರಿ. 15

4. ಅ) ಸಕಾರಾತ್ಮಕ ಆಲೋಚನೆ ಎಂದರೇನು ? ವಿವರಿಸಿ. ಮನಸ್ಸು ಮತ್ತು ದೇಹದ ಮೇಲೆ ಧ್ಯಾನದ ಪರಿಣಾಮವನ್ನು ಚರ್ಚಿಸಿ.

ಅಥವಾ

- ಬ) ವ್ಯಕ್ತಿತ್ವ ಬೆಳವಣಿಗೆಯಲ್ಲಿ ಸಂವಹನ ಮತ್ತು ಭಾಷೆಯ ಪ್ರಾಮುಖ್ಯತೆಯನ್ನು ಚರ್ಚಿಸಿ. 15



32

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5. ಈ ಕೆಳಗಿನವುಗಳಿಗೆ ಲಘು ಟಿಪ್ಪಣಿ ಬರೆಯಿರಿ :

ಅ) ಸಾಮಾಜಿಕ ಬೆಳವಣಿಗೆ.

8

ಬ) ಚಾರಿತ್ರ್ಯ ರಚನೆ.

7

ಅಥವಾ

ಕ) ಮಸ್ತಿಷ್ಕ ಮತ್ತು ವರ್ತನೆ.

8

ಡ) ಸಾದರಪಡಿಸುವಿಕೆ ಕೌಶಲ್ಯ.

7

1270 – B31 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2019

PRODUCTION AND OPERATION MANAGEMENT

Paper : B31

(New)

Time : 90 Minutes]

[Max. Marks : 25

Section A – (Marks: $5 \times 1 = 5$)

1. Explain the following terms. (Any 5)
 - a) What do you mean by Factor rating method?
 - b) Define plant location.
 - c) What do you mean by Time study?
 - d) What is productivity?
 - e) What do you mean by Sequencing?
 - f) What are CNC machines?

Section B – (Marks: $2 \times 5 = 10$)

Answer any two. Each question carries five marks.

2. "Production Planning and Control is the key for the success of the organisation" – Discuss.
3. Explain major factors affecting plant location. Give examples.
4. Mention different types of plant layout and describe each in detail with examples.

Section C – (Marks: $1 \times 10 = 10$)

(Compulsory)

Answer the question. It carries 10 marks.

5. Seven jobs are being processed on three machines in the order M_1 , M_2 and M_3 , the details of the job and their operation time on different machine is given below:

Job	Machine Time (Hrs)		
	M_1	M_2	M_3
1	7	6	10
2	10	3	9
3	11	1	15
4	14	2	13
5	21	5	18
6	17	4	11
7	8	1	9

- a) Sequence the jobs.
 - b) Find the total processing time.
 - c) Plot the Gantt Chart.
-

1271 – B32 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A (CBCS) DEGREE EXAMINATION, MAY 2019

OPERATIONS RESEARCH

Paper : B32

(New)

Time: 3 Hours]

[Max. Marks: 50

Section – A (Marks : $10 \times 1 = 10$)

Answer any ten of the following questions. Each carries one mark.

1. a) Define general form of LPP.
- b) Define basic feasible solution.
- c) What are net evaluations in solving an LPP of Maximization type?
- d) How do you interpret non-negativity restrictions?
- e) State the steps in NWCM procedure to find initial basic feasible solution to a transportation matrix.
- f) Define Assignment problem.
- g) What is Total Float?
- h) What is Critical Path in Network Analysis?
- i) What is a 2×2 zero sum game?
- j) What is slack variable?
- k) What is sensitivity analysis in LPP?
- l) State the dominance principle in game theory.

Section – B (Marks : $5 \times 4 = 20$)

Answer any four of the following questions. Each carries 5 marks.

2. Explain in brief various applications of Linear Programming problem in Business.
3. What is duality in LPP? Express the following LPP in its dual form.

$$\text{Maximize } Z = 45X_1 + 80X_2$$

Subjected to constraints

$$6X_1 + 21X_2 \leq 200$$

$$10X_1 + 5X_2 \leq 250$$

$$X_1 + 2X_2 \leq 20$$

$$\& X_1, X_2 \geq 0.$$

[P.T.O

4. A manufacturing company has a current transportation schedule. Which is being questioned by the top management as to whether or not it is optimal? The firm has 3 factories and 5 warehouses. The necessary data in terms of unit transportation costs (in Rs), factory capacities and warehouse requirements are given below. Find the initial basic feasible solution using Vogel's Approximation Method.

Warehouse	Factories			Warehouse requirements
	A	B	C	
1	50	40	80	400
2	80	70	40	400
3	60	70	60	500
4	60	60	60	400
5	30	50	40	800
Factory availability	800	600	1100	2500

5. Solve the following assignment by making optimum assignment and hence determine the total assignment cost.

		Jobs			
		A	B	C	D
Programmers	I	120	100	80	90
	II	80	90	110	70
	III	110	140	120	100
	IV	90	90	80	90

6. Solve the following LPP using simplex method:

$$\text{Max } Z = 2x_1 + x_2 + 3x_3$$

Subject to the constraints

$$x_1 + x_2 + 2x_3 \leq 5$$

$$2x_1 + 3x_2 + 4x_3 = 12$$

$$x_1, x_2, x_3 \geq 0.$$

Section - C (Marks: $1 \times 10 = 10$)

Answer any **one** of the following questions.

7. Narrate the Big-M algorithm for solving a Minimisation LPP.

8. Solve the following game using Graphical Method. Hence determine the mixed strategies and value of the game.

		Player B	
		B ₁	B ₂
Player A	A ₁	1	-3
	A ₂	3	5
	A ₃	-1	6
	A ₄	4	1
	A ₅	2	2
	A ₆	-5	0

Section - D (Marks: 10)

Solve the following case.

9. A project is represented by the network shown below and has the following data:

Task	A	B	C	D	E	F	G	H	I
Optimistic Time	5	18	26	16	15	6	7	7	3
Pessimistic time	10	22	40	20	25	12	12	9	5
Most Likely time	8	20	33	18	20	9	10	8	4

Determine the following:

- Draw the network.
- Expected task times and their variance.
- Determine Critical Path.
- Determine the probability of completion of the project within 41.5 weeks.

1272 – B33 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2019

CORPORATE COMMUNICATION – II

Paper : B3

(New)

Time : 90 Minutes]

[Max. Marks : 25

Section A – (Marks: 5 × 1 = 5)

1. Explain following terms. Each carries one mark

- a) Communication barriers
- b) Corporate communication
- c) Routine letters
- d) Netiquettes
- e) Video Resumes
- f) Ethnocentrism.

Section B – (Marks: 2 × 5 = 10)

Answer any 2 out of the 3 questions. Each question carries five marks.

- 2. Explain in brief the important aspects to be considered while preparing a business presentation.
- 3. You have received an email from a company on confirmation of your interview. Write an email in reply to the company about your confirmation to attend the interview.
- 4. How has increased market globalization and cultural diversity contributed to the increased relevance of cross - cultural communication?

Section C – (Marks: 1 × 10 = 10)

(Compulsory)

- 5. The best institute of technology and science in Goa decides to conduct an online examination for about 50000 graduates in India for selection to post graduate degree programmes and invites proposals from various consultancy firms. As the CEO of Excellent Consultants Ltd, Bengaluru you respond to this request through a business proposal.
-

1273 – B34 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2019

FINANCIAL MANAGEMENT

Paper : B4

(New)

Time : 3 Hours]

[Max. Marks : 50

All Sections are Compulsory.

Read instructions given at each Section.

Relevant notes must be given wherever required.

Section A – (Marks: 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.
- Define Financial Management.
 - What is weighted average cost of capital?
 - Define optimum capital structure.
 - Distinguish between ARR and NPV.
 - What is opportunity cost of capital?
 - What is meant by wealth maximization?
 - Define operating and financial leverage.
 - What are mutually exclusive projects?
 - What is an operating cycle?
 - What is the significance of profit planning for any firm?
 - What do you mean by stock-split?
 - Write any two assumptions of Walter's dividend model.

Section B – (Marks: 4 × 5 = 20)

*Answer any **four** questions. Each question carries **five** marks.*

- What is capital budgeting? Explain the various techniques of evaluating the investment projects.
- Define dividend. Explain the relevance and irrelevance theory of dividend policy.
- Discuss the importance of working capital and mention the important objectives of working capital management.
- The capital structure of Shiva Ltd. is as follows:

Equity shares of Rs. 10 each	Rs.	20,00,000
Retained earnings	Rs.	10,00,000
9% Preference shares of Rs. 10 each	Rs.	5,00,000
12% Debentures of Rs. 100 each	Rs.	15,00,000
Total	Rs.	<u>50,00,000</u>

[P.T.O.]

The equity shares of the company is selling at Rs. 30. It is expected that company will pay dividend of Rs. 3 per share this year. Corporate tax rate is 50%. Assume 20% as tax rate on income distributed as dividend.

Compute a WAAC of existing capital structure.

6. Esteem Ltd. is having an expansion programme with a capital investment of Rs. 150 lakhs. Interest on term loan is 12% and the tax rate is 50%. If the debt-equity ratio insisted by the financing agency is 2 : 1, find out the point of indifference of the project assuming the face value of equity shares is Rs. 10. Verify your answer by calculating the EPS.

Section C – (Marks: 1 × 10 = 10)

Answer any one question which carries ten marks.

7. Explain the scope and importance of finance-mix. What are the factors to be considered in designing optimum capital structure?
8. Strong Cement Company Ltd. has an installed capacity of producing 1.25 lakhs tonnes of cement per annum; its present capacity utilization is 80 per cent. The major raw material to manufacture cement is limestone which is obtained from the company's own mechanised mine located near the plant. The company produces cement in 200 kg bags. From the information given below, determine the net working capital requirement of the company for the current year.

Cost structure per bag of cement (estimated):

	Rs.
Gypsum	25
Limestone	15
Coal	30
Packing materials	10
Direct labour	50
Factory overheads (including depreciation (Rs.10)	30
Administrative overheads	20
Selling overheads	25
Total cost	205
Profit margin	45
Selling price	250
Add: Sales tax (10% of selling price)	25
Invoice price of consumers	275

Additional Information:

- a) Desired holding period of raw materials:
Gypsum: 3 months
Limestone: 1 month
Coal: 2.5 months
Packing materials: 1.5 months.
- b) The product is in process for a period of 0.5 month (assume full units of materials viz., gypsum, limestone and coal are required in the beginning; other conversion costs are to be taken at 50 per cent)
- c) Finished goods are in stock for a period of 1 month before they are sold.
- d) Debtors are extended credit for a period of 3 months.
- e) Average time lag in payment of wages is approximately 0.5 month and of overheads, 1 month.
- f) Average time lag in payment of sales tax is 1.5 months.
- g) The credit period extended by various suppliers are:
Gypsum, 2 months; coal, 1 month and packing material, 0.5 month.
- h) Minimum desired cash balance is Rs. 25 lakhs. You may state your assumptions, if any.

Section D – (Marks : 10)

(Compulsory)

9. Shri Ganesh Electronics is considering a proposal to replace one of its machines. In this connection, the following information is available:

The existing machine was bought 3 years ago for Rs. 10 lakhs. It was depreciated at 20 per cent per annum on reducing balance basis. It has remaining useful life of 5 years but its annual maintenance cost is expected to increase by Rs. 50,000 from the sixth year of its installation. Its present realisable value is Rs. 6 lakhs. The company has several machines having 20 per cent depreciation.

The new machine costs Rs. 15 lakhs and is subject to the same rate of depreciation. On sale after 5 years, it is expected to net Rs. 9 lakhs. With the new machine, the annual operating costs (excluding depreciation) are expected to decrease by Rs. 1 lakh. In addition, the new machine would increase productivity on account of which net revenues would increase by Rs.1.5 lakhs annually.

The tax rate applicable to the firm is 35 per cent and the cost of capital is 10 per cent.

Is the proposal financially viable? Advise the firm on the basis of NPV of the proposal.

1274 – B35 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2019

ORGANIZATIONAL BEHAVIOUR

Paper : B5

(New)

Time : 3 Hours]

[Max. Marks : 50

Section A – (Marks: $10 \times 1 = 10$)

1. Answer any **10** out of **12** sub questions. Each carries one mark.
 - a) What other behavioural disciplines contribute to OB?
 - b) List the goals of OB?
 - c) Terminal vs Instrumental values.
 - d) Charismatic leadership.
 - e) What is a Team?
 - f) What do you understand by Groupthink?
 - g) Halo effect
 - h) Job enrichment
 - i) Personality
 - j) Machiavellianism
 - k) Group Conflict
 - j) Job satisfaction.

Section B – (Marks: $4 \times 5 = 20$)

Answer any 4 out of 5 questions. Each question carries 5 marks.

2. Write a note on challenges and opportunities for OB.
3. Define Attitude. Explain different sources affecting its formation.
4. How does the reward system help in increasing the job performance?
5. Explain in brief the Big five personality traits.
6. How is "organization culture" formed? How do employees learn "organization culture"?

Section C – (Marks: $1 \times 10 = 10$)

Answer any one question which carries 10 marks.

7. What is the link between perception and decision-making? How does one affect the other? Elaborate with an example.
8. Define group. What are the five stages of group development? How does group size affect group performance?

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Section D – (Marks: 1 × 10 = 10)**(Compulsory)****9. Case Analysis:**

Subhash had been a production line employee for nearly eight years with Nesac Paints Ltd. He was a very strong Union man also. Five months ago he was promoted as a supervisor of the production line on which he had previously worked. He was now part of the management and enjoyed his position. As a supervisor, Subhash noticed an employee who was repeatedly late for work. Subhash noted four occurrences and after the fifth in twenty days, sent the employee home without pay as stipulated in the labour management agreement.

A grievance was filed by the Union asserting that Subhash was harassing the employee. During a meeting in the Plant Manager's office, the Union Chief claimed that Subhash was harassing the employee though he had come on time to his duties. In reply to that, Subhash insisted that the employee had come twenty minutes late for five times and because of the repetition, which is considerable as misconduct according to the agreement entered into between the Management and the Union, he had taken the action and sent that employee out he said. Because of the force of the Union and to maintain harmony between the Management and the Union, the Plant Manager, to solve the problem quickly and tactfully, said that he will discuss the matter with Subhash.

Employees had confided that Subhash seemed to enjoy harassing them. Subhash believes that Union is ought to get him and wonders why all the employees have turned against him.

Questions:

- a) Has Subhash's attitude changed since he became a supervisor? Explain.
 - b) What perceptions might Union members have formed about Shubash since he became a supervisor?
 - c) What should Subhash do now?
-

1280 – B42 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2019

CONSUMER BEHAVIOUR

(New Syllabus)

Time: 3 Hours]

[Max. Marks: 50

All Sections are Compulsory.

Read instructions given at each Section.

Relevant illustrations must be given wherever required.

Section – A (Marks : $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.

- What do you understand by 'Self Image'?
- What are the stages of consumer decision process?
- What is Group Dynamics?
- What is Opinion Leadership?
- What are the stages in adoption process?
- What are the individual factors affecting consumer behaviour?
- What is 'Brand Loyalty'?
- What do you understand by Learning?
- Name the various cross-cultural factors which have an influence on consumer behaviour.
- What is Hierarchy of needs as per the Abraham Maslow's Model?
- What do you mean by cognitive learning?
- What do you mean by classical conditioning?

Section – B (Marks : $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

- Outline the need and scope of study of consumer behaviour for a marketing organization.
- Differentiate between rational and emotion buying motives, with suitable illustrations.
- Describe the important factors influencing consumer behaviour, with suitable illustrations.
- Describe the relationship between Buyer personality and Product personality.
- Explain the process of opinion leadership and motivation behind it. Also, discuss, in brief, the Diffusion process of innovation.

Section – C (Marks : $1 \times 10 = 10$)

*Answer any **one** question which carries **ten** marks.*

- Describe consumer research process. How do you distinguish qualitative research from quantitative research?
- What is product personality and brand personality? How does the role of personality help in understanding consumer diversity?

Section – D (Marks : $1 \times 10 = 10$)

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

By now, you should be familiar with the Starbucks story. After a trip to Italy in the early 1980s, Howard Schultz was inspired to transform Starbucks then just a handful of coffee shops in Seattle - into a chain of European style coffeehouses. His vision wasn't based on selling only

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gourmet coffees, espressos, and lattes, however. He wanted to provide customers with what he called a 'third place' - a place away from home and work. As CEO of Starbucks, Schultz developed what became known as the Starbucks Experience, built around great coffee, personal service, and an inviting ambiance. Introduction:

What Goes Up ... It wasn't long before Starbucks became a household word a powerhouse premium brand in a category that previously consisted of only cheaper commodity products. In 20 years' time, Schultz grew the company to almost 17,000 stores in dozens of countries. From 1995 to 2005 Starbucks added U.S. stores at an annual rate of 27 per cent, far than the 17 per cent annual growth of McDonald's in its heyday. At one point, Starbucks opened over 3,300 locations in single year-an average of 9 per day. In one stretch of crowded Manhattan, a person could get their caffeine fix at any of five Starbucks outlets in less than a block and a half. In fact, cramming so many stores so close together caused one satirical publication to run this headline: 'A New Starbucks Opens in the Restroom of Existing Starbucks.' For many years, new store growth was what kept Starbucks percolating. As it grew, company sales and profits rose like steam from a mug of hot java. Growth routinely averaged 20 per cent or more each year. And Starbucks made investors happy with a 25 per cent annual increase in the value of its stock for more than a decade. Schultz confidently predicted that there was no end in sight for the Starbucks boom. Just a few years ago, he announced his intentions to open 10,000 new stores in just four years and then push Starbucks to 40,000 stores. But not long after Schultz shocked Wall Street and the industry with his projections, Starbucks' steam engine of growth started to slow. Then it started running in reverse. By the end of 2008, the 20 per cent annual growth had dropped to 10 per cent, with existing-store sales decreasing by 3 per cent. Total company profits dropped by a scalding by 53 per cent for the year. And for a second year in a row, Starbucks' stock value dropped by 50 per cent around \$10 a share. The weakened economy certainly played a role. But for years, many industry observers had worried that the company was growing too fast. Revenue and traffic at Starbucks began slowing more than a year before anyone uttered the word recession. In a sign of recognising a problem, Schultz cut back on the number of new store openings. Then he did what had previously seemed unthinkable. In 2008, he announced store closures-first 600, then 300 more. In fact, as Starbucks trimmed its 2009 forecast for new store openings to 310, it projected a decrease in its number of outlets for the first time ever.

The evaluation of the starbucks customer

There was no shortage of armchair CEOs willing to give their opinions as to what had gone wrong that led to Starbucks' fall from perpetual growth. One issue often mentioned was that Starbucks had developed an identity crisis with respect to its target customer. In its early years, the Starbucks customer profile was clearly defined. The typical customer was wealthier, better educated, and more professional than the average American. The customer was far more likely to be female than male, predominantly Caucasian, and between the ages of 24 and 44. It was this customer who fell in love with the Starbucks Experience. She was very loyal, often visiting a store every day or even more than once a day. She loved the fact that the barista greeted her by name when she came in and chatted with her while making her custom coffee drink, not caring if it took a while. She lounged on the comfy furniture, enjoying the perfect mix of music that always seemed to fit her mood. She met friends or just hung out by herself reading a good book. But the more Starbucks grew, the more the Starbucks Experience began to change. With more stores, the place wasn't quite so special. As each location filled with more customers, baristas had more names to put with faces. As the menu expanded with more options, the number of combinations for coffee drinks grew into the hundreds, leaving baristas less time to chat with customers. As the atmosphere in each store turned to 'hustle and bustle,' it became a less attractive place to hang out. With all these changes, Starbucks progressively appealed less to the traditional customer and more to a new customer. This customer shift was inevitable; there simply were not enough traditional customers around to fuel the kind of growth that Schultz

sought. The new breed of customer was less affluent, less educated, and less professional. Not only was Starbucks drawing in different customers in places where stores already existed, but it was also putting stores in different neighbourhoods, cities, and countries. As the customer profile evolved, the Starbucks Experience grew to mean something different. To the new breed of customer, it meant good coffee on the run. It was a place to meet and then move on. The more accessible Starbucks was, the better. Speed of service was more important than a barista who wanted to talk current events: This new customer came in much less frequently than the traditional customer, as seldom as once a month. As a sign of just how much this shift in customer was affecting its business, by 2007, 80 per cent of all Starbucks coffee purchased was consumed outside the store.

Soul Searching

When Starbucks growth first started tapering off, the executives took notice. In a now famous memo to management, Schultz lamented that in order to achieve the growth, development, and scale necessary to go from less than 1,000 stores to 15,000 stores and beyond, Starbucks had made decisions that may have led to the watering down of the Starbucks experience. Stores no longer have the soul of the past and reflect a chain of stores versus the feeling of a neighbourhood store. Starbucks management believed that efforts to recapture soul would get the company back on track. At first, however, Starbucks was caught between the conflicting goals of reestablishing its image as the provider of a holistic experience and offering better value to the cash-strapped consumer. Starbucks set out to put some water on the fire and get some of its customers back.

But none of these actions seemed to address the core problem: Although Starbucks still charged a premium price; it was no longer a special place. As the recession tightened its grip and more people cut back on discretionary purchases, the problem grew worse. Compounding the problem was an increase in competition. For years, if you wanted a latte, Starbucks was about the only option. Not only were Dunkin' Donuts and McDonald's selling premium coffee drinks to the masses, but just about every mini-mart in the country boasted about the quality of its coffee. All of these competitors has prices considerably lower than those of Starbucks, which made the most well-known coffee bar much less justifiable to the 'grab and go' crowd. As much as Schultz denied being in direct competition with the lower status coffee pourers, many critics seemed to be thinking the same thing: Starbucks had shifted from a warm and intimate coffee house to little more than a filling station, battling fast-food outlets for some of the same customer dollars.

"Value" to the rescue

Throughout 2009, Schultz continued to direct activities aimed at increasing growth. Starbucks launched a campaign designed to educate consumers that Starbucks really wasn't as expensive as they thought it was. That was followed by something Schultz held back for as long as possible: price reductions. 'Breakfast pairing' - coffee cake, Oatmeal, and an egg sandwich – soon followed. All these tactics helped. By the end of 2009, Starbucks was regaining ground. With the same store sales up 4 per cent and profits up 24 per cent for the year, Starbucks' stock price doubled versus the previous year. But Schultz made it clear that he was just getting started. 'What a difference a year makes. We're going to radically reframe Starbucks growth strategy'. He outlined a three- pronged growth strategy to illustrate that Starbucks might have a grip on defining segments of coffee customers after all. In searching for Starbucks roots and recreating the Starbucks store experience, Schultz also aimed to reach customers outside the store. The first prong of the new strategy centres on Via, an instant coffee that Starbucks introduced last year. It is available in single-serve packets at all Starbucks' stores and in grocery, at \$1 each or \$9.95 for 12 packs.

Via lets Starbucks promote genuine cup of Starbucks coffee for under a buck. Promotions for the new instant have made it clear that Starbucks isn't moving downscale; instant coffee is moving upscale. At a New York taste testing, Schultz told a group of analysts, journalists, and retailer that he was ready for the critics who say, 'This is desperate, this is a Hail Mary pass, and this is off-brand for

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4210- B01 - IIS MBA (R) - M - 15

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2015

B-01: QUANTITATIVE METHOD - II

(New)

Time : 90 Minutes]

[Max. Marks : 25

*All Sections are compulsory.
Read Instructions given at each section.
Relevance illustrations must given wherever required.*

Section A - (Marks : $5 \times 1 = 5$)

1. Answer any **five** out of **seven** following sub-questions. Each question carries **one** mark.

- (a) Define VAM
- (b) What is principle of Optimality?
- (c) What are SLACK variables?
- (d) What do you mean by principle of duality?
- (e) What is sensitivity analysis?
- (f) What is degeneracy?
- (g) What is basic feasible solution?

Section B - (Marks : $2 \times 5 = 10$)

*Answer any **two** questions. Each question carries **five** marks.*

- 2. Describe the process of determining optimality in Transport Problem.
- 3. Explain the application of Operations Research in business.
- 4. A factory manufactures two types of radio sets (a) ordinary and (b) deluxe radio. 20 machines hour are needed to manufacture one ordinary radio and 60 machines hours are spent on one deluxe radio. Cost on an ordinary radio is Rs. 100 and that on a deluxe radio is Rs. 600. According to the government regulation at least 3 ordinary and 2 deluxe radios have to be manufactured daily. Also due to a law of labour board not more than 320 machine hours are available in one day. If the capacity of the factory is to produce in all not more than 10 radios a day. Formulate the LPP.

[P.T.O.]

Section - C (Marks : 10)

(Compulsory)

*Answer the following questions which carries 10 Marks.
Use Simplex method to solve the problem.*

5. Maximise $Z = 4x_1 + 10x_2$
Subject to the constraints,
 $2x_1 + x_2 \leq 50$
 $2x_1 + 5x_2 \leq 100$
 $2x_1 + 3x_2 \leq 90$
 $x_1, x_2 \geq 0$
-

4211 – B02 – IIS MBA (R) – M – 15

SECOND SEMESTER M.B.A (CBCS) DEGREE EXAMINATION, MAY 2015

MANAGEMENT

B-02: FINANCIAL MANAGEMENT

Time : 90 Minutes]

[Max. Marks : 25

All Sections are compulsory.

Read instructions given at each Section.

Relevant illustrations must be given wherever required.

Section A – (Marks : $5 \times 1 = 5$)

1. Answer any **five** out of **seven** of the following sub-questions. Each question carries **one** mark.

- (a) What is agency problem?
- (b) Define the scope of Financial Management.
- (c) State three factors that determine capital structure.
- (d) What is opportunity cost of capital?
- (e) What is temporary working capital?
- (f) State the limitations of Walter's Model.
- (g) What is meant by financial distress?

Section B – (Marks : $2 \times 5 = 10$)

*Answer any **two** questions. Each question carries **five** marks.*

- 2. What is the relevance of cost of capital in corporate investment and financing decision?
- 3. How does the wealth maximisation objective eliminate the weaknesses of profit maximisation objective?
- 4. Prepare an estimate of working capital requirement from the following information of a trading concern.

*Projected annual sales of 1,00,000 units

*Selling price Rs. 8 / unit.

*%age of net profit on sales 25%

*Average credit period allowed to customers 8 weeks.

*Average credit period allowed by suppliers 4 weeks.

*Average stock holding in terms of sales requirement 12 weeks.

*Allow 10% for contingencies.

[P.T.O.]

Section C - (Marks : $1 \times 10 = 10$)

5. Case Study (Compulsory):

Determine which of the following two mutually exclusive projects should be selected if they are:

- (i) One-off investment or
- (ii) If they can be repeated indefinitely.

	Project	
Investment	Rs. 40,000	Rs. 60,000
Life	4 years	7 years
Annual net cash inflows	Rs. 15,000	Rs. 16,000
Scrap value	Rs. 5,000	Rs. 3,000

Cost of capital is 15%, ignore taxation.

The present value of annuity for 4 years and 7 years at 15% are respectively 2.8550 and 4.1604 and the discounting factor at 4 years and 7 years respectively are 0.5718 and 0.3759.

4212 – B03 – IIS MBA (R) – M – 15

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2015

B-03: MARKETING RESEARCH

(New)

Time : 3 Hours]

[Max. Marks : 50

All questions are compulsory.

Read instructions given at each sections.

Relevant instructions must be given wherever required.

Section A – (Marks : $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** following sub questions. Each question carries **one** mark.

- (a) Define marketing research.
- (b) State the methods of Data collection.
- (c) What is sample frame?
- (d) What is nominal scale?
- (e) What is descriptive research?
- (f) Expand SPSS.
- (g) Mention any four essential of good report writing.
- (h) Mention the type of secondary data.
- (i) What is Juster Scale?
- (j) Mention the objectives of marketing research.
- (k) What is research design?
- (l) What is MIS?

Section B – (Marks : $4 \times 5 = 20$)

*Answer any **four** questions.*

*Each question carries **five** marks.*

- 2. Explain the process of marketing research.
- 3. Discuss the significance of marketing Research in Business decisions making.
- 4. Distinguish between probability sampling and non-probability Sampling.
- 5. Design a questionnaire to study the attitude of Delhi shoppers towards online shopping experience.
- 6. Develop a Likert Scale to measure the perception of customers towards the concept of internet banking.

[P.T.O.]

Section C (Marks : $1 \times 10 = 10$)

Answer any one question which carries ten marks.

7. Explain the types of parametric and non parametric test used by a marketer for data processing.
8. Explain the types of Research design with an example.

Section D (Marks : $1 \times 10 = 10$)

(Compulsory)

9. Shridhar from Bengaluru, had developed an electric car–VERVE (It is a fully automatic, no clutch, no gears), two-door hatchback, easily seating two adults and two children with a small turning radius of just 3.5 metres). It runs on batteries and as compared to other electric vehicles, has an onboard charger to facilitate easy charging which can be carried out by plugging into any 15 amp socket at home or work. A full battery charge takes less than seven hours and gives a range of 80 km. In a quick-charge mode (two-and-a-half hours) 80 per cent charge is attained which is good enough for 65 km. A full charge consumes just about 9 units of electricity. Somehow the product did not take off the way he expected. He is contemplating about repositioning the car. As he stood looking at the prototype, he knew that there were a couple of questions to which he must find answers before he undertook the repositioning exercise. Who should be the targeted segment—old people, young students just going to college, housewives, or? What should be the positioning stance? What kind of image would these customers relate to? Was a new name or punchline required? How should the promotions be under taken? Hyundai had done it with Shah Rukh Khan, should he also consider a celebrity? If yes who?
 - (a) What kind of research study should Shridhar undertake? Define the objectives of his research.
 - (b) Do the stated objectives have scope for a qualitative research?
 - (c) Which method(s) would you recommend and why?
 - (d) Can you construct a template for conducting the study? What element would you advice Shridhar to keep in mind, and why?

4213 – B04 – IIS MBA (R) – M – 15

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2015

B-04: PRODUCTION AND OPERATIONS MANAGEMENT

(New)

Time : 90 Minutes]

[Max. Marks : 25

Section A – (Marks : $5 \times 1 = 5$)

1. Answer any **five** out of the **seven** of following sub-questions. Each question carries **one** mark.

- What is multifactor productivity ?
- What are templates ?
- What is Lead Time ?
- What are the different computerised layout technique ?
- What is critical Ratio ?
- Define Jhonsons njobs 3 machine rule.
- Define work measurement.

Section B – (Marks : $2 \times 5 = 10$)

Answer any **two** questions. Each question carries **five** marks.

- What are the basic principles of a good layout ?
- What are the different priority decision rules used for scheduling jobs on the machine ?
- How is micro motion study different from memo motion study ?

Section C – (Marks : $1 \times 10 = 10$)

(Compulsory)

5. Answer the following question carries **10** marks:

- What are the functions of PPC department ? 3
- Mr. Ravi Kumar is worried about the inventory management in his organisation, he feels that capital is being blocked because of inventory. He wants to apply the concepts of inventory management to reduce cost. He wants to buy materials as per economic order quantity and wants to know the reorder level for placing subsequent orders. He also wishes to know his cost on total inventory. He has asked his supervisor, Mr. Sudindra to collect the required data. The details of the data are as below: the organisation's annual demand is 2000 units at the cost of Rs. 13/unit. The cost per order is Rs. 5 and to hold the inventory in the warehouse it costs Rs. 2 per unit per year. The supplier needs 5 days to deliver the material. In order to reduce the cost further. Mr Ravi sent an email to the supplier asking to reduce the unit cost of the material , since Ravi has been buying from the supplier for quite sometime now. The supplier replied to the email saying that he is ready to offer a 7 per cent discount, provided Ravi buys the material in lots of 500 units and more. Sudindra said that the organisation works 330 days in a year. Ravi is surprised and confused with all the data lying on his table; he has consulted you to help him out. What should he do ? 7

4214 – B05 – IIS MBA (R) – M – 15

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2015

B-05: ORGANISATIONAL BEHAVIOUR

Time : 3 Hours]

[Max. Marks : 50

All sections are compulsory.

Read instructions given at each section.

Relevant illustration must be given wherever required.

Section A – (Marks : $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** of the following sub questions. Each question carries **one** mark.

- a) Define organisational behaviour.
- b) What do you mean by learning organisation ?
- c) What is perception ?
- d) Differentiate between self-esteem and self-efficiency.
- e) What is non-monetary rewards ?
- f) What do you mean by change of attitude ?
- g) What is team dynamics ?
- h) Differentiate between inter personal and intra personal conflict.
- i) What is power politics ?
- j) What is authority ?
- k) What do you mean by personality ?
- l) What is group decision making ?

Section B – (Marks : $4 \times 5 = 20$)

Answer any four questions.

Each question carries five marks.

2. Explain the significance of the study of organisational behaviour.
3. Discuss the perceptual process.
4. Describe the principles of learning.
5. Elucidate the sources of conflicts.
6. Explain the organisational components.

[P.T.O.]

Section C – (Marks : $1 \times 10 = 10$)

Answer any one question. Each question carries ten marks.

7. Describe the determinants of personality.
8. Explain leadership types according to the various leadership theories.

Section D – (Marks : $1 \times 10 = 10$)

(Compulsory)

9. The Bell Company has a large engineering department. Two years ago, a majority of the engineers formed a union. They have not affiliated with any association with other similar organisations. Their membership has increased and now includes about 90 per cent of the group. In planning for negotiation, several members of the planning committee have suggested that the union should demand a union shop. The company has union shop clauses in several agreements with production employees. Other members of the committee feels that the union shop provision would create a lot of resentment among the 10 per cent who are not now members. Maintenance of membership and agency shop formula have also been proposed. Members of the union have sought outside advice on what type of union security may be appropriate. Most of their advisors who are union members have advised a union shop.

Problem:

- a) Assume that you have been asked for an opinion. What would you advise?
- b) The union has been advised by several union representing hourly rated employees that it should join a national organisation and come into the Central Labour Union. If they do not do so, they have been warned, they will get no assistance in a strike. Members of other unions may not observe their picket lines. What would you advice?

4215 – B06 – IIS MBA (R) – M – 15

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2015

B-06 : MACRO ECONOMICS FOR MANAGERS

(New)

Time : 90 Minutes]

[Max. Marks : 25

*All sections are compulsory.
Read instructions given at each section.
Relevant illustrations must be given wherever required.*

Section A – (Marks : $5 \times 1 = 5$)

1. Answer any **five** out of **seven** of the following sub-questions. Each question carries **one** mark.
- a) What are the methods available to measure National Income ?
 - (b) What is neutrality of money ?
 - (c) What do you understand by Consumption function ?
 - (d) What is stagflation ?
 - (e) Define supply function.
 - (f) What is disequilibrium in BOP ?
 - (g) Define CPI.

Section B – (Marks : $2 \times 5 = 10$)

*Answer any **two** questions. Each question carries **five** marks.*

- 2. How does Central Bank influence money supply ?
- 3. Examine the ways in which fiscal policy can be more effective in achieving the goals of macroeconomic policy.
- 4. State the main features of IS-LM functions.

Section C – (Marks : $1 \times 10 = 10$)

(Case Study/Problem)

5. Analyze Union Budget: 2015-16 with special reference to "MAKE IN INDIA" concept.
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4216 – B08 – IIS MBA (R) – M – 15

SECOND SEMESTER MBA (CBCS) DEGREE EXAMINATION, MAY 2015

B-08 :MANAGEMENT INFORMATION SYSTEMS

(New)

Time : 90 Minutes]

[Max. Marks : 25

*All sections are compulsory.
Figures to the right indicate marks.*

Section A – (Marks : $5 \times 1 = 5$)

1. Answer any **five** out of **seven** of the following:

- (a) Define MIS.
- (b) What is the value of information?
- (c) Define AI.
- (d) What is meant by system implementation?
- (e) What are real-time processing?
- (f) What is system flowcharting?
- (g) What is system conversion?

Section B – (Marks : $2 \times 5 = 10$)

Answer any two of the following questions.

- 2. Explain the steps followed in System Analysis and Design.
- 3. Explain the role of MIS in strategic planning.
- 4. Describe with one example Knowledge based expert system.

Section C – (Marks : 10)

5. Solve the following case study:

Sanjeevan Medical Centre (SMC)

Sanjeevan Medical Centre is a 200 /bed hospital. The hospital is about fifteen years old and has six different wings, viz., Pediatrics, General Medicine, Orthopaedic, Cancer and Neurology. The hospital is being run on self generated funds with assistance from Financial Institutions. It is governed by a panel of doctors.

The hospital had about 25 honorary doctors who visit the hospital by rotation in a week and have fixed number of beds assigned to them. The Sanjeevan Medical Centre is recommended by the doctors when the patients require continuous care and attention of expert doctors, and an assistance of the latest diagnostic and medical care facilities. Sanjeevan Medical Centre has not kept an out-patient ward (OPD), so that the entire facilities and the resources are utilised for the patient who have been admitted in the hospital.

[P.T.O.]

SMC has other medical service facilities such as Pathology Laboratory, X-ray and Scanning Centre, and Medical Shop, etc. with the view that the patients would not have to go out of the hospital for such services. Sanjeevan Medical Centre also has its own laundry and a maintenance department to serve the hospital needs.

The permanent staff of Sanjeevan Medical Centre is over 250. The wage bill per month is Rs. 10,00,000/-. The hospital runs on a no loss-no profit basis but the Management always keeps 15 to 20 per cent allowance in the budget for a price rise, an emergency, and financing of equipments and contingencies.

The objective of running the hospital in the most economical manner depends on the occupancy of beds and overall expense control. The management of Sanjeevan Medical Centre looks into this aspect and revises the rates charged to the patient on the use of the various facilities provided. A thumb rule developed by the management is to earn a revenue of Rs. 800/- per bed a day to make the entire operation economically viable. The management would like to know whether a better system could be evolved, so that the services are charged properly to make whole operation an economical one.

A system of booking common facilities such as the Operation Theatre, needs to be evolved. The Operation Theatre is available not only to the doctors attached to the SMC but also others outside. The present practice is to reserve the theatre on a prior notice. The reservation is not made for more than two weeks. The use of the operation theatre on an emergency demand is rare. The practice of reservation of two weeks sometimes sends off the patients to other hospitals. A more scientific system of planning and scheduling of the common facilities is essential.

As regards the admission procedure, Sanjeevan Medical Centre management feels that if the doctors could be told in advance the possible availability of beds, then the occupancy of the hospital beds can be improved considerably. The occupancy dwindles any time between 80 per cent to 100 per cent with over 25 requisition pending. The visiting doctors have expressed on a number of times that they can schedule the admissions if a reasonable notice is given to them.

For satisfactory medical care of the patients, SMC keeps a variable staff of nurses and ward boys over and above the normal strength. However such staff has to be decided every week.

Sanjeevan Medical Centre purchases consumables worth Rs. 5,00,000 per month, besides medicines and drugs which are required to run the hospital. The number of items in this category is over hundred. The present practice is to raise a requisition for purchase every month. This practice is evolved to ensure the coverage of the consumables so that ordering, if required, is not missed.

The store keeper has a standard requisition quantity for each item. This approach gives rise to a number of purchase order with small quantities of the item.

Since the hospital is quite large, a large number of visitors come to see the patients in the fixed hours of 4 p.m. to 6 p.m. The reception maintains the register of patients in order of the date of admission and the ward in which they are admitted. The visitors generally do not have precise information about the patient making a quick search impossible. Identifying the patient and his/her present bed number always takes time. This causes a long queue and the hospital becomes a crowded place disturbing the cool and quiet atmosphere. Sanjeevan Medical Centre has only one such counter, which deals with such queries during the visiting hours. A better system is required to clear the crowd fast.

Many a times patients come for an annual medical check-up at SMC. Sanjeevan Medical Centre prepares a docket for each patient, containing all Medico-commercial papers. Each docket has a number, the doctors name and his identity number. The patient is given a card, where the docket number has been mentioned. SMC maintains these dockets in a library. Many a times the patients come without the card, but they remember the name of the doctor and the ward in which they were treated. The docket clerk makes an elaborate search to locate the docket. The process of locating a docket is very time consuming.

Sanjeevan Medical Centre uses Computers for payroll, accounting and general administration. The valuation of year and inventory and billing the patients are the system under development.

Sanjeevan Medical Centre feels that this work will go on but the Information Technology can be used for making a better use of the facilities of the Sanjeevan Medical Centre giving rise to higher revenue. The Management believes that the exact decision-making rules are not possible but even if the support systems can be developed, it would improve the management productivity. There is also a strong opinion in the governing body that what is needed is an integrated Enterprise Management System (EMS) supported by the other decision support systems.

Questions:

1. Identify the users who, Should be considered for finding information requirement.
2. In each case find out the requirements of information with a specific goal assigned to the user.
3. Map information, its user and the application in such a way, that the application definition automatically develops.
4. The management of Sanjeevan Medical Centre wants an integrated solution to improve the hospital efficiency. How would you integrate the application thought by you so that the data information is not redundant, and it is consistent an up-to-date at all levels?
5. Explain how value of the information would improve in integrated enterprise information management system.

4217 - B09 - II SM MBA(R) - M - 15

SECOND SEMESTER MBA (CBCS) DEGREE EXAMINATION MAY 2015

B-09 - TOTAL QUALITY MANAGEMENT

(New)

Time : 3 Hours]

[Max. Marks : 50

(i) All Sections are compulsory.

(ii) Read Instructions given at each sections.

(iii) Relevance illustrations must be given wherever required.

Section – A (Marks: $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.

- (a) What are quality Circles?
- (b) What is Kaizen?
- (c) What are control Charts?
- (d) Define bench Marking.
- (e) What is an ISO certified Organization?.
- (f) What are quality audit?
- (g) What is compliance report?
- (h) Define TQM.
- (i) Define TPM.
- (j) What is 5S?
- (k) What is Fish Bone Analysis?
- (l) What is Six Sigma?

Section – B (Marks: $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

- 2. Differentiate TPM and TQM.
- 3. Describe the role of Statistical Control Tools in managing Internal Quality of an Organization.

[P.T.O.]

4. Describe Deming's Principles of Quality Management.
5. Explain the concept of 5S and its importance to modern day managers.
6. Explain the strategies adopted by the organization in realizing six sigma standards.

Section C – (Marks: $1 \times 10 = 10$)

Answer any one question which carries ten marks.

7. Describe the contributions of various quality gurus who stressed in internal quality management as a tool for realizing external audit compliances.
8. Provide a brief overview on the process involved in getting Quality Certification.

Section – D (Marks: $1 \times 10 = 10$)

(Compulsory)

Answer the following question which carries 10 marks.

9. Assuming yourself as a Quality Manager of a newly established Service Organization who are into the business of providing Logistic Solutions to their clients; develop an appropriate quality management system that can assure the organization in providing optimal customer solutions and facilitate the organization to emerge as center for quality and excellence which is the core objective of the organization.
-

MANAGEMENT

B12: CONSUMER BEHAVIOUR

Time : 3 Hours]

[Max. Marks : 50

Section – A (Marks: $10 \times 1 = 10$)

Answer any ten questions, each question carries one Mark.

- (a) Define Consumer Behaviour.
- (b) What is Customer Value?
- (c) What is Culture?
- (d) What is meant by gender?
- (e) What is family life cycle?
- (f) What is ethnic subculture?
- (g) What is reference group?
- (h) What is Brand Community?
- (i) What is Semantic Memory?
- (j) What is Perceptual Mapping?
- (k) What are latent motives?
- (l) What is Personality?

Section – B (Marks: $4 \times 5 = 20$)

Answer any four questions. Each question carries five marks.

- 2. Is your self-concept predominantly independent or interdependent? Why?
- 3. What is emotional appeal? Why it is effective?
- 4. Describe low-involvement learning. How does it differ from high-involvement learning?
- 5. What is meant by attention? What determines which stimuli an individual will attend to?
- 6. What is an aspiration reference group? How can an aspiration reference group influence behaviour?

[P.T.O.]

Section - C (Marks: $1 \times 10 = 10$)

Answer any one question which carries ten marks.

7. What is meant by family decisions making? How can different members of the household be involved with different stages of the decision process?
8. What are the factors influence involvement of a household member in a purchase decision?

Section - D (Marks: $1 \times 10 = 10$)**(Case Study)**

9. *Read the case and answer the questions given at the end.*

CONSUMER INSIGHT 6-1**The Rise of Multigenerational Families:**

A multigenerational family is a family household containing (a) at least two adult generations, or (b) a grandparent and at least one other generation. Nearly 50 million Americans live in multigenerational households, which is a 33 per cent increase since 1980. A number of factors account for this trend including.

- The increasing immigrant population - this population is more likely to live in multigenerational families. Indeed nearly a quarter of all Hispanics and Asian Americans live in such households.
- The delay in marriage of younger individuals and the economic recession - since young people have pushed marriage into their late twenties, those in their early twenties are often the most likely to move back in with their parents, and tough economic times have accelerated this trend.
- Medicare cuts and cultural beliefs about caring for an elder parent - there has been an increase in the percentage of those 65 and older moving in with their children. Economic issues may be one factor. However, over half of Americans adults also believe it is their responsibility to take an elder parent into their home if the parent wants to live with them.

There are different forms of multigeneration family. The first (47 per cent) involves two adult generations when the youngest adult is 25 or older. The second (47 per cent) involves three or more generations. The third involves a grandparent and grandchild with no parent present. This last category, called the skipped generation, represents 6 per cent of all multigenerational families, and shows the power of America's aging population in directly parenting and influencing multiple generations of children. It diverges considerably from our traditional notion of aging baby boomers as empty nesters focused on travel and other leisure activities.

Marketers are finding opportunities and challenges in this family type. For example:

- Ameriprise advisers are trained to help women deal with the fact that if they are a caregiver to a family member or friend (and 60 per cent are) work and financial consequences must be planned for.

- Caldwell Banker's Real Estate Agents are trained to position houses for multigenerational families. So, for example, a fifth bedroom could be touted as "in-law quarters."
- Presto created a printer device to which e-mails and pictures can be sent and then directly printed with the push of a button to allow electronic communication with older family members even if they are less technologically proficient.
- For the grandparents raising their grandchildren, opportunities abound that go beyond the typical gift scenario such as diapers, baby food and other basic need products.

Critical Thinking Questions

- (a) Do you think the increase in multigenerational families will continue to grow after the economic recession is over?
 - (b) What additional marketing opportunities may exist for multigenerational families?
 - (c) What challenges might marketers face in targeting multigenerational families?
-

B13: DISTRIBUTION & LOGISTICS MANAGEMENT

(New)

Time : 3 Hours]

[Max. Marks : 50

(i) All sections are compulsory.

(ii) Read instructions given at each section.

(iii) Relevant illustrations must be given wherever required.

Section – A (Marks: $10 \times 1 = 10$)

Answer any **ten** out of **twelve** of the following sub-questions.

Each question carries **one** mark.

- (a) Define Distribution Channel.
- (b) Define Logistics.
- (c) What do you mean by Wholesaler?
- (d) What is Channel Information System?
- (e) What do you mean by Reverse Logistics?
- (f) What is warehousing?
- (g) What is Channel Conflict?
- (h) What do you mean by bulk breaking?
- (i) What do you mean by Temporal discrepancy?
- (j) What is Intermodal transportation?
- (k) What is Cross-docking?
- (l) What do you mean by Hybrid distribution channel?

Section – B (Marks: $4 \times 5 = 20$)

Answer any **four** questions. Each questions carries **five** marks.

- 2. Explain any five functions of Logistics.
- 3. What are horizontal and vertical channel conflicts?
- 4. What is Vertical Marketing System?
- 5. Explain e-procurement.
- 6. Explain forward and backward integration with examples.

[P.T.O.]

Section – C (Marks: $1 \times 10 = 10$)

*Answer any **one** question which carries **ten** marks.*

7. What are major functions of Warehousing? How does this function help in cost reduction?
8. What is Channel establishment Plan? Explain the activity involved in the same.

Section – D (Marks: 10)**(Compulsory)**

9. **Case Study.**

Bharat Point Corporation: The way ahead

In the recent years, Bharat Point Corporation has emerged as a very successful merchandiser of contemporary fashion apparel for men and women. The company publishes a high quality catalogue that it sends to prospective customers, who then place order by mail or by using a toll-free telephone number. The customer base consists principally of young working couples. Children are not included as potential customers. The young working couples also receive catalogue from competitive firms such as ABC Ltd., etc. Though catalogue business is fiercely competitive, it is growing well. People who are "just-to-busy" to shop at retail outlets regard this as an appealing alternative. Also, it is seen that purchase apparel merchandise by catalogue has an element of prestige in certain social circles.

To further connect with today's consumers, the company has developed an internet-based capability, bharat.com which provides full catalogue and ordering services for on-line customers. The breadth of the product line is identical to that of the traditional catalogue; the company's website offers a new and effective way to interact with customers. Among companies of its kind, Bharat Point Corporation is thought to offer the best product assortment, product quality and customer service. Two critical customer service elements at Bharat Point Corporation are that the company receives, packs and ships orders in a timely manner and that the product return procedures are "customer friendly" Although the company accommodates product returns with "little-or-not-bother" to the customer, this practice is expensive and of growing concern to the higher management.

Bharat Point Corporation does not produce any of the merchandise that it sells. Instead, it contracts with local manufacturers and also imports from Korea, Hong Kong, Taiwan and Singapore to meet its largely seasonal

product-line needs. The company ships container loads of labelled and pre-tagged merchandise by combination of ocean transportation and domestic inland motor freight to a centralized distribution centre in Delhi and Bangalore. Subsequent movements to individual customers are made by companies like UPS and Federal Express. Bharat Point executives consider themselves to be in the "logistics business". They feel that the company's logistical capabilities are the key to its excellent reputation in the market place. An area of nagging concern to the managers of Bharat Point however, is that customers tastes and company product preferences are beginning to change very quickly, sometimes in the middle of a selling season. Only a continued ability to react quickly to the changing market needs will separate market leaders from the others.

Questions:

- (a) In what ways should you consider the components of the logistic information system important to Bharat Point? What suggestions do you have for improving the company's logistical information system?
- (b) What type of logistics challenges do you feel may be associated with the use of customers of the company's online capability, bharat.com?
- (c) What macro environmental factor will be critical to Bharat Point's future success In what specific ways can the company develop logistic capabilities to address these factors?

(Marks: 2+4+4= 10)

4222 – B14 – IIS MBA (R) – M – 15

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2015

SERVICES MARKETING

Time : 1½ Hours]

[Max. Marks : 25

Section A – (Marks : $5 \times 1 = 5$)

1. Answer any **five** sub-questions. Each question carries **one** mark:

- a) What are services ?
- b) What is the difference between desired service and adequate service ?
- c) What is ACSI ?
- d) What is retention marketing ?
- e) What is service recovery ?
- f) What is zone of tolerance ?

Section B – (Marks : $2 \times 5 = 10$)

Answer any two questions. Each carries five marks.

2. Discuss the benefits to a company having an effective service recovery strategy.
3. What is customer satisfaction and why is it so important?
4. What factors influenced your expectations of joining MBA course ?

Section C – (Marks : 10)

(Case Study)

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

The Mayo Clinic in the United States is more than 100 years old and one of the most respected names in healthcare globally. It is consistently listed among the top hospitals in the United States and is known for its collaborative healthcare model, high levels of service, and position in the forefront of medicine. Following its innovative traditions, Mayo established its Center for Innovation (formerly the SPARC Innovation Lab) to focus on testing and evaluating new practices in healthcare delivery. While medical and technological advances have changed the face of healthcare dramatically over the past 50 years, the same is not necessarily true of the way healthcare is delivered to patients. Everything from patient exam rooms to the patient's waiting experience has changed relatively little in comparison to scientific advances in medicine. Mayo recognised this and determined it should again be in the forefront of innovation - this time in the processes and practices of healthcare delivery.

The Center for Innovation has become a testing ground for all types of service and delivery innovations at Mayo - innovations that are intended to enhance the patient's experience and that have potential health benefits. Working with the design firm IDEO Mayo designed an experimental lab at its Rochester, Minnesota, facility, where service innovations can be tested

[P.T.O.]

with real patients and real Mayo doctors and staff before they are introduced into the clinics. The lab is set up as an actual clinic within Mayo facility, and experiments are conducted with the doctors and patients (of course, with their prior knowledge and consent). The glass walls in the lab reveal inner offices and show support staff working and doctors and patients interacting, thus allowing direct observation of experimental services. The space is highly flexible, so that exam rooms, common spaces, walls, furniture, and computers can be moved around to test different configurations and services.

Within the Center for Innovation, researchers focus on complex and important issues for the healthcare industry in general, with the overarching principle of "patient-centered design". For example, here are some of the topics they have explored and "re-imagined" - the term they use for service improvement and futuristic innovation.

- a) What would integrated healthcare look like from the patient's perspective ?
 - b) What is the relationship among communication, understanding, and satisfaction for the patient ?
 - c) How could exam rooms be reconfigured for a better patient experience and to improve patient-doctor communication ?
-

SECOND SEMESTER MBA (CBCS) DEGREE EXAMINATION MAY 2015

MANAGEMENT

B15: FINANCIAL MARKETS

Time : 3 Hours]

[Max. Marks : 50

(i) Answer all Sections.

(ii) Marks are indicated against each section.

Section – A (Marks: $10 \times 1 = 10$)

Answer any **ten** out of **twelve** of the following sub-questions.

Each question carries **one** mark.

- (a) What do you understand by Financial System?
- (b) What is meant by Book Building Process?
- (c) Who are Depositories?
- (d) Define a Prospectus.
- (e) Differentiate between Arbitragers and Speculators.
- (f) What is a Contract Note?
- (g) Define Dematerialization.
- (h) What is ASBA?
- (i) Distinguish between CPs & CDs.
- (j) What do you understand by Rolling Settlement?
- (k) What is a Price Band?
- (l) Define Insider Trading.

Section B – (Marks: $4 \times 5 = 20$)

Answer any **four** of the following questions. Each questions carries **five** marks.

- 2. What are the constituents of Indian Capital Market? Write a note on the structural transformation witnessed in the Indian Capital Market.
- 3. What do you understand by Dematerialization of securities? Discuss its advantages and the process involved for this purpose.

[P.T.O.]

4. Write a short note on: (a) Listing of Securities, and (b) S.E.B.I.
5. "The Stock Exchange is an essential pillar of the private sector corporate economy." Discuss this statement bringing out the role and functions played by these exchanges in the process of capital formation and in mobilising resources for the corporate sector.
6. Suppose X, Y, and Z are clients of ABC Broking firm. X buys 100 ONGC shares @ Rs. 305 per share and sells 75 shares @ Rs. 310 per share on 31.03.2015. On the same day, he took a long position in Infosys of 800 shares @ Rs. 2200 per share and sold 100 @ Rs. 2250 per share. He also bought 600 Hindalco @ Rs. 132 and sold 500 of them @ Rs. 135 per share. Y bought 800 Infosys and 500 Hindalco and sold 400 ONGC, 700 Infosys and 600 Hindalco at the above prices. Z bought 500 ONGC, 800 Infosys and 1200 Hindalco at the above prices.
 - (a) Determine ABC Broking firm's obligations in terms of securities, and
 - (b) Calculate ABC Broking firm's obligations in terms of funds.

Section C – (Marks: $1 \times 10 = 10$)

Answer any one of the following question. This carries ten marks.

7. Explain various types of securities available in money market with suitable examples. What are the reasons for slow growth of money market in India? Suggest measures for development of money market.
8. What is a New Issues Market? What are the features? Discuss briefly the different methods of marketing of new issues with their merits and limitations.

Section D – (Marks: $1 \times 10 = 10$)

(Compulsory)

9. *Answer the given below question. This carries ten marks.*

A team of MBA students from Hubli-Dharwad Management Institute visited National Stock Exchange. Students are keenly interested to know about Nifty, circuit breaker, circuit filter, block and bulk deal. As a member of NSE, answer the following questions:

- (a) What do you mean by Nifty?
 - (b) Nifty was closed at 8341.40 on 31st March 2015, when circuit breaker will be applied in NSE?
 - (c) ITC is trading at Rs. 317 on 31st March 2015, when circuit filter will be applied to ITC?
 - (d) Sunpharma is a listed company in NSE. 20 lakhs shares of Sunpharma are available for trading in market. Explain the concept of bulk deal. What will be the quantum of shares which will constitute bulk deal of Sunpharma?
 - (e) Explain the concept of block deal with suitable example.
-

SECOND SEMESTER MBA (CBCS) DEGREE EXAMINATION MAY 2015

MANAGEMENT

B15: FINANCIAL MARKETS

Time : 3 Hours]

[Max. Marks : 50

(i) Answer all Sections.

(ii) Marks are indicated against each section.

Section – A (Marks: $10 \times 1 = 10$)

Answer any **ten** out of **twelve** of the following sub-questions.

Each question carries **one** mark.

- (a) What do you understand by Financial System?
- (b) What is meant by Book Building Process?
- (c) Who are Depositories?
- (d) Define a Prospectus.
- (e) Differentiate between Arbitragers and Speculators.
- (f) What is a Contract Note?
- (g) Define Dematerialization.
- (h) What is ASBA?
- (i) Distinguish between CPs & CDs.
- (j) What do you understand by Rolling Settlement?
- (k) What is a Price Band?
- (l) Define Insider Trading.

Section B – (Marks: $4 \times 5 = 20$)

Answer any **four** of the following questions. Each questions carries **five** marks.

- 2. What are the constituents of Indian Capital Market? Write a note on the structural transformation witnessed in the Indian Capital Market.
- 3. What do you understand by Dematerialization of securities? Discuss its advantages and the process involved for this purpose.

[P.T.O.]

4. Write a short note on: (a) Listing of Securities, and (b) S.E.B.I.
5. "The Stock Exchange is an essential pillar of the private sector corporate economy." Discuss this statement bringing out the role and functions played by these exchanges in the process of capital formation and in mobilising resources for the corporate sector.
6. Suppose X, Y, and Z are clients of ABC Broking firm. X buys 100 ONGC shares @ Rs. 305 per share and sells 75 shares @ Rs. 310 per share on 31.03.2015. On the same day, he took a long position in Infosys of 800 shares @ Rs. 2200 per share and sold 100 @ Rs. 2250 per share. He also bought 600 Hindalco @ Rs. 132 and sold 500 of them @ Rs. 135 per share. Y bought 800 Infosys and 500 Hindalco and sold 400 ONGC, 700 Infosys and 600 Hindalco at the above prices. Z bought 500 ONGC, 800 Infosys and 1200 Hindalco at the above prices.
 - (a) Determine ABC Broking firm's obligations in terms of securities, and
 - (b) Calculate ABC Broking firm's obligations in terms of funds.

Section C – (Marks: $1 \times 10 = 10$)

Answer any one of the following question. This carries ten marks.

7. Explain various types of securities available in money market with suitable examples. What are the reasons for slow growth of money market in India? Suggest measures for development of money market.
8. What is a New Issues Market? What are the features? Discuss briefly the different methods of marketing of new issues with their merits and limitations.

Section D – (Marks: $1 \times 10 = 10$)

(Compulsory)

9. *Answer the given below question. This carries ten marks.*

A team of MBA students from Hubli-Dharwad Management Institute visited National Stock Exchange. Students are keenly interested to know about Nifty, circuit breaker, circuit filter, block and bulk deal. As a member of NSE, answer the following questions:

- (a) What do you mean by Nifty?
 - (b) Nifty was closed at 8341.40 on 31st March 2015, when circuit breaker will be applied in NSE?
 - (c) ITC is trading at Rs. 317 on 31st March 2015, when circuit filter will be applied to ITC?
 - (d) Sunpharma is a listed company in NSE. 20 lakhs shares of Sunpharma are available for trading in market. Explain the concept of bulk deal. What will be the quantum of shares which will constitute bulk deal of Sunpharma?
 - (e) Explain the concept of block deal with suitable example.
-

4224 – B16 – IIS MBA (R) – M – 15

SECOND SEMESTER MBA (CBCS) DEGREE EXAMINATION, MAY 2015

B-16: DERIVATIVES MARKETS

(New)

Time : 3 Hours]

[Max. Marks : 50

All Sections are compulsory.

Read instructions given at each section.

Relevance illustrations must be given wherever required.

Section – A (Marks: $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** following sub-questions. Each question carries **one** mark.

(a) What is the principle of contango?

(b) Define stock derivatives.

(c) What are collars and caps?

(d) What is Margin requirement?

(e) Define Commodity Derivatives.

(f) What is option Delta?

(g) Define Hedge Ratio.

(h) Define VaR.

(i) What is Butterfly Spread?

(j) Define OTCEI.

(k) What are ETD contracts?

(l) What are Swaptions?

Section – B (Marks: $4 \times 5 = 20$)

Answer any four questions. Each question carries five marks.

2. In July a British Company secures an order which will require borrowing of £ 500,000 for working capital for three months from September. The company borrowing rate is 1% above LIBOR. It is apprehensive that interest rates will rise before then and hedges the risk in the short sterling futures market. Interest rates (3months LIBOR) turn out to be as follows;

July 8.5%

September 8.25%

September 30 8.00%. Determine Optimal Payoff by taking interest rate futures position.

[P.T.O.]

3. What are the assumptions on which binomial equation is based?
4. What are the requirements for an exchange to meet for providing trading platforms on Commodity Derivatives?
5. Can forward contracts become more like futures contracts if they adopt mark to market practices and move to centralised clearing, netting and collateral management?
6. What are the various derivatives instruments available for trading in Indian Capital markets? Explain them briefly.

Section – C (Marks: $1 \times 10 = 10$)

Answer any one question which carries ten marks.

7. A stock price is currently \$ 40. Over each of the next two to three months periods it is expected to go up by 10% or down by 10%. The risk free rate of interest is 12% per annum with continuous compounding.
 - (a) What is the value of a 6 month European put option with a strike price of \$ 42.
 - (b) What is the value of a 6 month American put option with a strike price of \$ 42.
8. “Do hedgers and speculators in the market”. Critically evaluate the statement and stating the role performed by them in Indian Capital Market.

Section – D (Marks:10)

(Compulsory)

Answer the following questions which carries 10 marks.

9. Calculate the value of cap on the three month LIBOR rate in nine month time for a principle amount of \$ 1000. Use Black’s model and the following information:
Quoted nine month Euro-dollar futures price = 92.
Interest rate volatility implied by a nine month Euro dollar option = 15% per annum.
Current nine month interest rate with continuous compounding 7.5% per annum
Cap rate = 8% per annum.

4225 – B17 – IIS MBA (R) – M – 15

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2015

B-17: INSURANCE MANAGEMENT

(New)

Time : 90 Minutes]

[Max. Marks : 25

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section A – (Marks : $5 \times 1 = 5$)

1. Answer any **five** out of **seven** of the following sub-questions. Each question carries **one** mark.

- What do you mean by liability risk ?
- What is self-insurance ?
- What are social security schemes ?
- What is judgement rating ?
- What are the major types of group life insurance plans ?
- Define 'Solvency Margin.'
- What do you mean by personal liability insurance ?

Section B – (Marks : $2 \times 5 = 10$)

Answer any two questions. Each question carries five marks.

- What do you mean by rating ? Explain the factors in rating of a risk.
- Explain the concept of underwriting.
- What are the distinctive features of Marine Insurance ?

Section C – (Marks : $1 \times 10 = 10$)

(Compulsory)

The Roberts family owned a house in Alabama. It was insured with a fire insurance policy issued by the Sparkler Mutual Insurance Company. On April 1, the Roberts moved to Tennessee. Their son, Mr Bob, remained in the Alabama house for an additional month. Thereafter the house was rented for tenant who lived in the house for the month of May. Mr. Roberts returned to the house irregularly, remaining overnight on July 4 and on a few other occasions. A few pieces of furniture remained in the house until August. On or about August 4, the house and its contents were destroyed by fire.

- Do you think that Sparkler Mutual should pay for the loss ? Explain your reasons.
- What does word occupancy mean ?
- Did the family's absence affect the chance of loss in this case ?

Time : 90 Minutes]

[Max. Marks : 25

Section A – (Marks : $5 \times 1 = 5$)1. Answer any **five** out of **seven** of the following sub-questions. Each question carries **one** mark.

- What are the main objectives of cost accounting?
- Give Marginal costing Equation.
- Define explicit cost.
- State the circumstances where process costing method is most suitable.
- State four limitations of budgetary control system.
- What are the limitations of standard costing?
- What do you mean by opportunity cost?

Section B – (Marks : $2 \times 5 = 10$)*Answer any two questions. Each question carries five marks.*

- Discuss the evolving trends in cost assignments. Explain with the help of examples.
- In a process engineering factory, a product has a pass through three distinct processes before it is ready for sale. From the following information work out the selling price of the product if the management decides to have a mark-up of 25% over its works cost:

Particulars	Process-I	Process-II	Process-III
Input of raw materials @ Rs. 4 per Kg	1,00,000	-	-
Normal loss on input of each stage	5%	5%	5%
Delivered to next process (Kg)	90,000	80,000	-
Total direct labour cost (Rs.)	14,000	15,000	30,000
Variable overheads % on direct labour	150%	120%	100%
Fixed overheads % on direct labour	250%	140%	200%
Finished stocks held back at the stage (Kg)	4,000	4,000	-

For the purpose of this exercise, abnormal loss if any, may be charged to the respective stages since output of each stage can be delivered to other processes for manufacture of other chemicals.

[P.T.O.]

4. Garden Product Limited manufacture the 'Rain-pour' garden spray. The accounts of the company for the year 2014 are expected to reveal a profit of Rs. 14,00,000/- from the manufacture of Rain-pour after changing fixed costs of Rs. 10,00,000/-. The Rain-pour is sold for Rs. 50 per unit and has a variable unit cost of Rs. 20/-.

Market sensitivity tests suggest the following responses to price changes:

Alternatives	Selling price reduced by	Quantity sold increase by
A	5%	10%
B	7%	20%
C	10%	25%

Evaluate these alternatives and state which, on profitability consideration, should be adopted for the forthcoming year, assuming cost structure unchanged from 2014.

Section C – (Marks : 1 × 10 = 10)

(Compulsory)

5. From the following particulars prepare a monthly Cash Budget for the quarter ended 31st March, 2015.

Month	Sales (Rs.)	Purchases (Rs.)	Wages (Rs.)	Expenses (Rs.)
November	50,000	10,000	20,000	4,000
December	60,000	20,000	20,000	4,000
January	40,000	30,000	22,000	5,000
February	50,000	20,000	22,000	5,000
March	60,000	10,000	24,000	5,000

Other information :

- 10% of sales and purchases are on cash, balance on credit.
- Credit to Debtors: 1 month, on an average 50% of debtors will make payment on the due date while the rest will make payment one month thereafter.
- Credit from creditors: 2 months, 10% cash discount will be received if payment is made within 1 month and it is estimated that for 50% of purchases advantage of cash discount will be taken.
- Wages : To be paid twice in a month on the 1st and 16th respectively.
- Expenses are generally paid within the month.
- Opening cash balance was Rs. 20,000.

4228 – B20 – IIS MBA (R) – M – 15

SECOND SEMESTER MBA (CBCS) DEGREE EXAMINATION, MAY 2015

B-20: LEGAL ENVIRONMENT AND INDUSTRIAL RELATIONS

Time : 3 Hours]

[Max. Marks : 50

All sections are compulsory.

Read instructions given at each section.

Relevant illustration must be given wherever required.

Section – A (Marks: 10 × 1 = 10)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.

- (a) What do you mean by quality of work life?
- (b) Define industrial dispute.
- (c) What is collective bargaining?
- (d) What is legal environment?
- (e) What is quality circle?
- (f) What do you mean by worker's participation in management?
- (g) What is child labour?
- (h) Differentiate between groups and trade unions.
- (i) What is industrial relations?
- (j) What is Minimum Wage Act?
- (k) What do you mean by disciplinary?
- (l) What is working conditions?

Section – B (Marks: 4 × 5 = 20)

*Answer any **four** questions. Each question carries **five** marks.*

2. Explain principles of legal environment.
3. Discuss the barriers of workers participation in management.
4. Describe the disciplinary procedures.
5. Describe the influence of ILO on Indian legislation.
6. Explain the strategies for the improvement of quality of work life.

[P.T.O.]

Section - C (Marks: $1 \times 10 = 10$)

*Answer any **one** question. Each question carries **ten** marks.*

7. Elucidate the essential conditions for successful working of WPM.
8. How to make collective bargaining effective? Explain.

Section - D (Marks: $1 \times 10 = 10$)

(Compulsory)

9. The success of any organisation is highly dependent on how it attracts, recruits, motivates, and retains its workforce. Today's organisations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organisations are required to adopt a strategy to improve the employees "Quality of Work Life" (QWL) to satisfy both the organisational objectives and employee needs.

Discuss:

- (a) Describe the role and importance of a good quality of work life of employees in an organisation.
 - (b) Bring out different programs for improving the quality of work life for an organisation.
-

B-21: PERFORMANCE APPRAISAL & COUNSELLING

(New)

Time : 3 Hours]

[Max. Marks : 50

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section – A (Marks: $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** marks.

(a) Define Performance Management.

(b) What is competency mapping?

(c) What is K.P.A's?

(d) What is K.R.A's?

(e) Define 360 feedback.

(f) What is self appraisal?

(g) What is HR Audit?

(h) Define M.B.O.

(i) What is B.A.R.S?

(j) What is Effectiveness?

(k) What is Balanced Score Card?

(l) Define job specification.

Section – B (Marks: $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

2. Performance management as a key function of any organisation. What are the prerequisites in implementing the system?

3. Design a performance plan using KPA's and KRA's for a sales team of automobile company.

[P.T.O.]

B-21: PERFORMANCE APPRAISAL & COUNSELLING

(New)

Time : 3 Hours]

[Max. Marks : 50

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section – A (Marks: $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** marks.

(a) Define Performance Management.

(b) What is competency mapping?

(c) What is K.P.A's?

(d) What is K.R.A's?

(e) Define 360 feedback.

(f) What is self appraisal?

(g) What is HR Audit?

(h) Define M.B.O.

(i) What is B.A.R.S?

(j) What is Effectiveness?

(k) What is Balanced Score Card?

(l) Define job specification.

Section – B (Marks: $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

2. Performance management as a key function of any organisation. What are the prerequisites in implementing the system?

3. Design a performance plan using KPA's and KRA's for a sales team of automobile company.

[P.T.O.]

4. What are the essentials of designing and implementing Balanced Score Card?
5. As a HR Manager when will you implement appraisal system in 50-year old conventional company. What process will you follow in designing a new system?
6. Explain the role of a counsellor and need and relevance for counselling in P.A System.

Section – C (Marks: $1 \times 10 = 10$).

Answer any one question which carries ten marks.

7. Design a appraisal format for a reputed B-School based on 360° system.
8. What are the challenges in implementing the Performance Management systems in creative and innovation based organisation?

Section – D (Marks 10)

Compulsory

(Case Study/Problem)

9. Mr C.S. Sharma joined the Indian Institute of Technology in 2000 – a premier educational institution in the country imparting higher level education in technology. His job demands higher level and latest knowledge, higher level teaching skill, and other skills in introducing and practising different teaching methods and bringing co-ordination between the institute and industry. The institute implemented the pay scales in 1996, recommended by the University Grants Commission which were at par with the pay scales of teachers in Universities and Colleges. The demands of the jobs in Universities and Colleges are quite low compared to those of the Institute.

The pay of Mr Sharma has been fixed at that level of Mr. Singh, who joined the Institute in 2004 as the University Grants Commission, did not recommend any weightage for the teachers who put up less than five year's experience. Mr. Shastri was quite unhappy over the parity of salary of the teachers of the Institute with those of University teachers and college teachers on the one hand and equalising his pay with his junior Mr Singh on the other hand.

The Institute again revised the pay scales of the teachers in 2006, based on the pay scales recommended by the University Grants Commission in 2006. University Grants Commission again maintained parity in pay scales of Institute teachers, University teachers and College teachers. The pay scale of Mr Sharma was revised and it was fixed at Rs. 29,400 which was equal to the pay of Mr. Singh, Mr. Kulkarni who joined the Institute in 2006 and Mr. Prasad who joined the Institute in 2007.

Mr. Sharma rushed to the chambers of the Director of the Indian Institute of Technology on 20th July, 2007 and told him he was quitting the job in the Institute and he was going to join Degree College, at Rajahmundry. He further said that he was going to get the same salary in a small town. The Director was shocked after listening to Mr. Sharma.

Questions

- a) Do you justify the decision made by Mr. Sharma?
- b) Do you suggest any measures to stop Mr. Sharma from quitting the job?
- c) Do you think that there is something wrong with the Institute pay practices and the University Grants Commission's recommendations? If yes, what are they? How do you rectify them?

4230 – B22 – IIS MBA (R) – M – 15

SECOND SEMESTER M.B.A (CBCS) DEGREE EXAMINATION, MAY 2015

B-22: LEADERSHIP STYLES

(New)

Time : 90 minutes]

[Max. Marks : 25.

All sections are compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section – A (Marks: 5 × 1 = 5)

1. Answer any **five** out of **seven** of the following sub-questions. Each question carries **one** mark.

- (a) Define leadership.
- (b) How technology is a challenge to leadership ?
- (c) Differentiate between leader and manager.
- (d) What is strategy of exploring ?
- (e) State any two leadership functions.
- (f) Mention the theories of leadership.
- (g) What are the different types of leaders ?

Section – B (Marks: 2 × 5 = 10)

*Answer any **two** questions. Each question carries **five** marks.*

- 2. Discuss the challenges of globalisation to leadership.
- 3. Distinguish between transactional and transformational leadership.
- 4. Explain the role and significance of leadership in organisation.

Section – C (Marks: 2 × 5 = 10)

(Compulsory)

(Case Study/Problem)

The IT department of large public sector company was implementing a new IT-based accounting system. The system was needed to be implemented fast, especially by departments like finance and purchase. This required the employees, involved in implementation, to work till late hours in the evening on quite a regular basis. As evening hour approached, Rishabh, the chief IT

[P.T.O.]

incharge, noticed that two of his employees were getting ready to leave for home. He, therefore, called them over to his desk. The following conversation took place between them.

Rishabh: 'I see you are ready to leave for home, but you are supposed to be working late till today's work is over or till 9.00 p.m.!

First employee: 'No, no one told me about this.'

Rishabh: 'All of you were told about it in the weekly meeting.'

Second employee: 'No, even I don't know about this. Also there is no written information saying that.'

Rishabh: 'The fact I told you should be sufficient. Now go and finish the work.'

Both the employees went back and resumed their work. Rishabh, after sometime, goes to check the work in a different room and on return the round that two had left. He gets very furious and decides to talk to them on the next day.

Questions:

1. Using the Path-Goal theory, analyse the situation.
2. Do you find Rishabh being effective in his style ? Why or why not ? Give your answer using any of the mentioned theories in chapter.
3. As per the Situational Leadership model, which level of maturity, you feel, the two employees have ? Being their incharge which style would you use?

4449 – II POL(N) – C – OE – M – 15



SECOND SEMESTER M.A. (CBCS) DEGREE EXAMINATION, MAY/JUNE 2015

POLITICAL SCIENCE (Open Elective Course)

Human Rights : Theory and Practice (New)

Time : 3 Hours]

[Max. Marks : 75

Instruction : All Parts (A, B and C) are compulsory.

ಎಲ್ಲಾ ಭಾಗಗಳೂ (ಅ, ಬ ಮತ್ತು ಕ) ಕಡ್ಡಾಯವಾಗಿವೆ.

PART – A

ಭಾಗ - ಅ

Answer **any three** of the following questions in **200 words each**. All questions carry **equal marks**. (3×5=15)

ಈ ಕೆಳಗಿನ ಪ್ರಶ್ನೆಗಳಲ್ಲಿ ಯಾವುದಾದರೂ ಮೂರಕ್ಕೆ **200** ಪದಗಳಲ್ಲಿ ಉತ್ತರಿಸಿರಿ. ಎಲ್ಲಾ ಪ್ರಶ್ನೆಗಳಿಗೂ ಸಮಾನ ಅಂಕಗಳು.

1. Natural Rights.

ನೈಸರ್ಗಿಕ ಹಕ್ಕುಗಳು.

2. Rights and Obligations.

ಹಕ್ಕುಗಳು ಮತ್ತು ಬಾಧ್ಯತೆಗಳು.

3. Fundamental Rights.

ಮೂಲಭೂತ ಹಕ್ಕುಗಳು.

4. Human Rights and Media.

ಮಾನವ ಹಕ್ಕುಗಳು ಮತ್ತು ಮಾಧ್ಯಮ.

[P.T.O.]

PART – B

ಭಾಗ - ಬ

Answer **any three** of the following questions in **300 words each**. All questions carry **equal marks**. (3×10=30)

ಈ ಕೆಳಗಿನ ಪ್ರಶ್ನೆಗಳಲ್ಲಿ ಯಾವುದಾದರೂ ಮೂರಕ್ಕೆ 300 ಪದಗಳಲ್ಲಿ ಉತ್ತರಿಸಿರಿ. ಎಲ್ಲಾ ಪ್ರಶ್ನೆಗಳಿಗೂ ಸಮಾನ ಅಂಕಗಳು.

5. Explain the importance of Human Rights.

ಮಾನವ ಹಕ್ಕುಗಳ ಮಹತ್ವವನ್ನು ವಿವರಿಸಿರಿ.

6. Examine the provisions of the United Nations Universal Declaration of Human Rights.

ವಿಶ್ವಸಂಸ್ಥೆಯ ಮಾನವ ಹಕ್ಕುಗಳ ಜಾಗತಿಕ ಘೋಷಣೆಯ ಅನುಬಂಧಗಳನ್ನು ಪರಿಶೀಲಿಸಿರಿ.

7. Discuss the role of National Human Rights Commission of India in the Protection of Human Rights.

ಮಾನವ ಹಕ್ಕುಗಳನ್ನು ಕಾಪಾಡುವಲ್ಲಿ ಭಾರತದಲ್ಲಿ ರಾಷ್ಟ್ರೀಯ ಮಾನವ ಹಕ್ಕುಗಳ ಆಯೋಗದ ಪಾತ್ರವನ್ನು ಚರ್ಚಿಸಿರಿ.

8. Examine the importance of Human Rights of women and children.

ಮಹಿಳಾ ಮತ್ತು ಮಕ್ಕಳ ಮಾನವ ಹಕ್ಕುಗಳ ಮಹತ್ವವನ್ನು ಪರಿಶೀಲಿಸಿರಿ.

PART – C

ಭಾಗ - ಕ

Answer **any two** of the following questions in **500 words each**. All questions carry **equal marks**. (2×15= 30)

ಈ ಕೆಳಗಿನ ಪ್ರಶ್ನೆಗಳಲ್ಲಿ ಯಾವುದಾದರೂ ಎರಡಕ್ಕೆ 500 ಪದಗಳಲ್ಲಿ ಉತ್ತರಿಸಿರಿ. ಎಲ್ಲಾ ಪ್ರಶ್ನೆಗಳಿಗೂ ಸಮಾನ ಅಂಕಗಳು.

9. Discuss the role of Judiciary in the Protection of Human Rights in India .

ಭಾರತದಲ್ಲಿ ಮಾನವ ಹಕ್ಕುಗಳನ್ನು ಕಾಪಾಡುವಲ್ಲಿ ನ್ಯಾಯಾಂಗದ ಪಾತ್ರವನ್ನು ವಿವರಿಸಿರಿ.

10. Explain the evolution of the concept of Human Rights.

ಮಾನವ ಹಕ್ಕುಗಳ ವಿಕಸನವನ್ನು ವಿವರಿಸಿರಿ.

11. Write a note on the functioning of Human Rights Monitoring mechanism of the United Nations.

ವಿಶ್ವ ಸಂಸ್ಥೆಯಲ್ಲಿನ ಮಾನವ ಹಕ್ಕುಗಳ ಮೇಲ್ವಿಚಾರಣಾ ವ್ಯವಸ್ಥೆಯ ಕಾರ್ಯಾಚರಣೆ ಕುರಿತು ಟಿಪ್ಪಣಿ ಬರೆಯಿರಿ.

4456 – IISPSY – C – OE – M – 15

SECOND SEMESTER M.A. (CBCS) DEGREE EXAMINATION, MAY/JUNE 2015

PSYCHOLOGY (OEC)

Paper – 2.6 : Advanced General Psychology

Time : 3 Hours]

[Max. Marks : 75

Instructions : 1) Answer **all** questions.

2) **All** questions carry **equal** marks.

1. a) What is Motivation ? Describe various types of motives. 15

OR

b) Explain the nature of emotions and discuss the theories of emotion. 15

2. a) Bring out the nature of intelligence and discuss factors influencing intelligence. 15

OR

b) Explain the nature of Neurosis and psychosis. 15

3. a) Discuss various approaches to study of personality. 15

OR

b) Describe various personality assessment techniques. 15

4. a) What is stress ? Discuss its relation with illness. 15

OR

b) Describe any two therapies used in treating psychological disorders. 15

5. Write short notes on **any three** of the following : (3×5=15)

a) Mental Retardation

b) Psycho analytic theory of motivation

c) Psychosomatic disorders

d) McClelland's theory of motivations

e) Physiological changes in stress.

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ಕನ್ನಡ ಆವೃತ್ತಿ

1. a) ಅಭಿಪ್ರೇರಣೆ ಎಂದರೇನು ? ಅಭಿಪ್ರೇರಕಗಳ ವಿಧಗಳನ್ನು ವಿವರಿಸಿ. 15

ಅಥವಾ

- b) ಸಂವೇಗಗಳ ಸ್ವರೂಪ ಮತ್ತು ಸಿದ್ಧಾಂತಗಳನ್ನು ವಿವರಿಸಿ. 15

2. a) ಬುದ್ಧಿಶಕ್ತಿಯ ಸ್ವರೂಪವನ್ನು ವಿವರಿಸಿ ಮತ್ತು ಬುದ್ಧಿಶಕ್ತಿಯ ಮೇಲೆ ಪರಿಣಾಮ ಬೀರುವ ಅಂಶಗಳನ್ನು ಚರ್ಚಿಸಿ. 15

ಅಥವಾ

- b) ಮನೋಬೇನೆ ಮತ್ತು ಮನೋವಿಕೃತಿಗಳ ಸ್ವರೂಪವನ್ನು ವಿವರಿಸಿ. 15

3. a) ವ್ಯಕ್ತಿತ್ವವನ್ನು ಅಭ್ಯಸಿಸುವ ವಿವಿಧ ಉಪಗಮನಗಳನ್ನು ವಿವರಿಸಿ. 15

ಅಥವಾ

- b) ವ್ಯಕ್ತಿತ್ವವನ್ನು ಪರೀಕ್ಷಿಸುವ ವಿವಿಧ ತಂತ್ರಗಳನ್ನು ಚರ್ಚಿಸಿ. 15

4. a) ಒತ್ತಡ ಎಂದರೇನು ? ಅನಾರೋಗ್ಯ ಮತ್ತು ಒತ್ತಡದ ನಡುವಿನ ಸಂಬಂಧವನ್ನು ವಿವರಿಸಿ. 15

ಅಥವಾ

- b) ಮನೋರೋಗ ಚಿಕಿತ್ಸೆಯಲ್ಲಿ ಉಪಯೋಗಿಸುವ ಯಾವುದಾದರೂ ಎರಡು ಚಿಕಿತ್ಸಾ ವಿಧಾನಗಳನ್ನು ವಿವರಿಸಿ. 15

5. ಯಾವುದಾದರೂ ಮೂರಕ್ಕೆ ಟಿಪ್ಪಣಿ ಬರೆಯಿರಿ: (3×5=15)

- ಬುದ್ಧಿ ಮಾಂದ್ಯತೆ
- ಅಭಿಪ್ರೇರಣೆಯ ಮನೋವಿಶ್ಲೇಷಣಾತ್ಮಕ ಸಿದ್ಧಾಂತ
- ಮನೋದೈಹಿಕ ಕಾಯಿಲೆಗಳು
- ಮೆಕ್ಲಿಂಡ್ ರವರ ಅಭಿಪ್ರೇರಣಾ ಸಿದ್ಧಾಂತ
- ಮಾನಸಿಕ ಒತ್ತಡದಲ್ಲಾಗುವ ದೈಹಿಕ ಬದಲಾವಣೆಗಳು.

1280 – B42 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2019

CONSUMER BEHAVIOUR

(New Syllabus)

Time: 3 Hours]

[Max. Marks: 50

All Sections are Compulsory.

Read instructions given at each Section.

Relevant illustrations must be given wherever required.

Section – A (Marks : $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.
- What do you understand by 'Self Image'?
 - What are the stages of consumer decision process?
 - What is Group Dynamics?
 - What is Opinion Leadership?
 - What are the stages in adoption process?
 - What are the individual factors affecting consumer behaviour?
 - What is 'Brand Loyalty'?
 - What do you understand by Learning?
 - Name the various cross-cultural factors which have an influence on consumer behaviour.
 - What is Hierarchy of needs as per the Abraham Maslow's Model?
 - What do you mean by cognitive learning?
 - What do you mean by classical conditioning?

Section – B (Marks : $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

- Outline the need and scope of study of consumer behaviour for a marketing organization.
- Differentiate between rational and emotion buying motives, with suitable illustrations.
- Describe the important factors influencing consumer behaviour, with suitable illustrations.
- Describe the relationship between Buyer personality and Product personality.
- Explain the process of opinion leadership and motivation behind it. Also, discuss, in brief, the Diffusion process of innovation.

Section – C (Marks : $1 \times 10 = 10$)

*Answer any **one** question which carries **ten** marks.*

- Describe consumer research process. How do you distinguish qualitative research from quantitative research?
- What is product personality and brand personality? How does the role of personality help in understanding consumer diversity?

Section – D (Marks : $1 \times 10 = 10$)

9. Read the following case and answer the questions given at the end:
- By now, you should be familiar with the Starbucks story. After a trip to Italy in the early 1980s, Howard Schultz was inspired to transform Starbucks then just a handful of coffee shops in Seattle - into a chain of European style coffeehouses. His vision wasn't based on selling only

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gourmet coffees, espressos, and lattes, however. He wanted to provide customers with what he called a 'third place' - a place away from home and work. As CEO of Starbucks, Schultz developed what became known as the Starbucks Experience, built around great coffee, personal service, and an inviting ambiance. Introduction:

What Goes Up ... It wasn't long before Starbucks became a household word a powerhouse premium brand in a category that previously consisted of only cheaper commodity products. In 20 years' time, Schultz grew the company to almost 17,000 stores in dozens of countries. From 1995 to 2005 Starbucks added U.S. stores at an annual rate of 27 per cent, far than the 17 per cent annual growth of McDonald's in its heyday. At one point, Starbucks opened over 3,300 locations in single year-an average of 9 per day. In one stretch of crowded Manhattan, a person could get their caffeine fix at any of five Starbucks outlets in less than a block and a half. In fact, cramming so many stores so close together caused one satirical publication to run this headline: 'A New Starbucks Opens in the Restroom of Existing Starbucks.' For many years, new store growth was what kept Starbucks percolating. As it grew, company sales and profits rose like steam from a mug of hot java. Growth routinely averaged 20 per cent or more each year. And Starbucks made investors happy with a 25 per cent annual increase in the value of its stock for more than a decade. Schultz confidently predicted that there was no end in sight for the Starbucks boom. Just a few years ago, he announced his intentions to open 10,000 new stores in just four years and then push Starbucks to 40,000 stores. But not long after Schultz shocked Wall Street and the industry with his projections, Starbucks' steam engine of growth started to slow. Then it started running in reverse. By the end of 2008, the 20 per cent annual growth had dropped to 10 per cent, with existing-store sales decreasing by 3 per cent. Total company profits dropped by a scalding 53 per cent for the year. And for a second year in a row, Starbucks' stock value dropped by 50 per cent around \$10 a share. The weakened economy certainly played a role. But for years, many industry observers had worried that the company was growing too fast. Revenue and traffic at Starbucks began slowing more than a year before anyone uttered the word recession. In a sign of recognising a problem, Schultz cut back on the number of new store openings. Then he did what had previously seemed unthinkable. In 2008, he announced store closures-first 600, then 300 more. In fact, as Starbucks trimmed its 2009 forecast for new store openings to 310, it projected a decrease in its number of outlets for the first time ever.

The evaluation of the starbucks customer

There was no shortage of armchair CEOs willing to give their opinions as to what had gone wrong that led to Starbucks' fall from perpetual growth. One issue often mentioned was that Starbucks had developed an identity crisis with respect to its target customer. In its early years, the Starbucks customer profile was clearly defined. The typical customer was wealthier, better educated, and more professional than the average American. The customer was far more likely to be female than male, predominantly Caucasian, and between the ages of 24 and 44. It was this customer who fell in love with the Starbucks Experience. She was very loyal, often visiting a store every day or even more than once a day. She loved the fact that the barista greeted her by name when she came in and chatted with her while making her custom coffee drink, not caring if it took a while. She lounged on the comfy furniture, enjoying the perfect mix of music that always seemed to fit her mood. She met friends or just hung out by herself reading a good book. But the more Starbucks grew, the more the Starbucks Experience began to change. With more stores, the place wasn't quite so special. As each location filled with more customers, baristas had more names to put with faces. As the menu expanded with more options, the number of combinations for coffee drinks grew into the hundreds, leaving baristas less time to chat with customers. As the atmosphere in each store turned to 'hustle and bustle,' it became a less attractive place to hang out. With all these changes, Starbucks progressively appealed less to the traditional customer and more to a new customer. This customer shift was inevitable; there simply were not enough traditional customers around to fuel the kind of growth that Schultz

sought. The new breed of customer was less affluent, less educated, and less professional. Not only was Starbucks drawing in different customers in places where stores already existed, but it was also putting stores in different neighbourhoods, cities, and countries. As the customer profile evolved, the Starbucks Experience grew to mean something different. To the new breed of customer, it meant good coffee on the run. It was a place to meet and then move on. The more accessible Starbucks was, the better. Speed of service was more important than a barista who wanted to talk current events. This new customer came in much less frequently than the traditional customer, as seldom as once a month. As a sign of just how much this shift in customer was affecting its business, by 2007, 80 per cent of all Starbucks coffee purchased was consumed outside the store.

Soul Searching

When Starbucks growth first started tapering off, the executives took notice. In a now famous memo to management, Schultz lamented that in order to achieve the growth, development, and scale necessary to go from less than 1,000 stores to 15,000 stores and beyond, Starbucks had made decisions that may have led to the watering down of the Starbucks experience. Stores no longer have the soul of the past and reflect a chain of stores versus the feeling of a neighbourhood store. Starbucks management believed that efforts to recapture soul would get the company back on track. At first, however, Starbucks was caught between the conflicting goals of reestablishing its image as the provider of a holistic experience and offering better value to the cash-strapped consumer. Starbucks set out to put some water on the fire and get some of its customers back.

But none of these actions seemed to address the core problem: Although Starbucks still charged a premium price; it was no longer a special place. As the recession tightened its grip and more people cut back on discretionary purchases, the problem grew worse. Compounding the problem was an increase in competition. For years, if you wanted a latte, Starbucks was about the only option. Not only were Dunkin' Donuts and McDonald's selling premium coffee drinks to the masses, but just about every mini-mart in the country boasted about the quality of its coffee. All of these competitors has prices considerably lower than those of Starbucks, which made the most well-known coffee bar much less justifiable to the 'grab and go' crowd. As much as Schultz denied being in direct competition with the lower status coffee pourers, many critics seemed to be thinking the same thing: Starbucks had shifted from a warm and intimate coffee house to little more than a filling station, battling fast-food outlets for some of the same customer dollars.

"Value" to the rescue

Throughout 2009, Schultz continued to direct activities aimed at increasing growth. Starbucks launched a campaign designed to educate consumers that Starbucks really wasn't as expensive as they thought it was. That was followed by something Schultz held back for as long as possible: price reductions. 'Breakfast pairing' - coffee cake, Oatmeal, and an egg sandwich – soon followed. All these tactics helped. By the end of 2009, Starbucks was regaining ground. With the same store sales up 4 per cent and profits up 24 per cent for the year, Starbucks' stock price doubled versus the previous year. But Schultz made it clear that he was just getting started. 'What a difference a year makes. We're going to radically reframe Starbucks growth strategy'. He outlined a three- pronged growth strategy to illustrate that Starbucks might have a grip on defining segments of coffee customers after all. In searching for Starbucks roots and recreating the Starbucks store experience, Schultz also aimed to reach customers outside the store. The first prong of the new strategy centres on Via, an instant coffee that Starbucks introduced last year. It is available in single-serve packets at all Starbucks' stores and in grocery, at \$1 each or \$9.95 for 12 packs.

Via lets Starbucks promote genuine cup of Starbucks coffee for under a buck. Promotions for the new instant have made it clear that Starbucks isn't moving downscale; instant coffee is moving upscale. At a New York taste testing, Schultz told a group of analysts, journalists, and retailer that he was ready for the critics who say, 'This is desperate, this is a Hail Mary pass, and this is off-brand for

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Starbucks. We are going to reinvent the category. This is not your mother's instant coffee. 'Via is off to a good start, having surpassed company's expectations. In fact Via accounted for more than half of the 4 per cent increase in Starbucks 2009 same-store sales. According to Annie Young-Scriver, global chief marketing officer for Starbucks, half of all Via serving occasions are at home, 25 percent are in the office, and 25 per cent are 'on the go'. Many Via customers aren't just out for a cheap coffee. (You can mix up a cup of Folger's for about 25 cents.) They are people who want premium coffee but are in situations where they don't have access to a store or brewing their own. An ad campaign supporting Via is the first concerted advertising push aimed at grocery customers, who are now accessible through 37,000 retail locations. The second prong of Starbucks strategy also focuses on the grocery business but through ground-flavored coffees.

According to NPD Group, four out of five cups of coffee are consumed at home. Starbucks has a very small share of that market. Via will certainly help. But aiming more directly at the 'brew it at home customer, Starbucks is partnering with Kraft to launch flavoured coffees you can brew yourself. Sixty per cent bagged coffee buyers are either drinking flavoured coffee or adding flavoured creamer. Seventy-five per cent of those customer said they would buy a flavoured product at a grocery store if Starbucks made one. So after more than two years of testing, this substantial segment of grocery-store buying customers can now get Starbucks Natural.

Fusions in vanilla, caramel and cinnamon

The third prong of Starbucks strategy is its ace in the hole-Seattle's Best Coffee. Starbucks purchased the brand back in 2003 but is just now doing something with it. Rebranding efforts have given Seattle's Best a new look and tagline. 'Great Coffee Everywhere'. As with Via and Natural Fusions, and now with Seattle's Best, Starbucks is going after customers who don't normally buy Starbucks coffee. It is placing Seattle's Best where Starbucks customers aren't - in vending machines, coffee carts, fast food restaurants (Burger King and Subway, among others), theatres, and convenience stores.

These are places that Starbucks has avoided for fear of eroding its upscale image. With prices ranging from \$1 to just over \$2, Seattle's Best also reaches customers who perceive Starbucks as too expensive. Gap has Old Navy, BMW has Mini. Now, Seattle's Best allows Starbucks to go head-to-head with competitors like McDonald's without putting the Starbucks name in the same sentence as downscale competitors. Michelle Gass, Seattle's Best president, clearly defines the difference versus Starbucks: 'Starbucks is a destination coffee experience and an active choice made by the customer. Seattle's Best will instead be brought to the consumer when they make other retail choices.' Gass is going to make sure that she has as many of those other retail choices covered as possible. She is taking the brand from 3,000 of distribution in 2009 to more than 30,000 by the end of 2010. The three-pronged strategy provides three good reasons to believe that Starbucks growth story will return, even without opening nine stores per day. As icing on the coffee cake, only one-fifth of Starbucks sales come from outside the United States. The company sees huge potential growth abroad. But perhaps the greatest strength in Starbucks new strategy is that it will allow the company to go after new customer segments while also restoring the essence of the Starbucks Experience.

Questions:

- a) Using the full spectrum of segmentation variables, describe how Starbucks initially segmented and targeted the coffee market?
 - b) What changed first - the Starbucks customer or the Starbucks Experience? Explain your response by discussing the principles of market targeting?
 - c) Based on the segmentation variables, how is Starbucks now segmenting and targeting the coffee market?
 - d) Will Starbucks ever return to the revenue and profit growth that it once enjoyed? Why or why not?
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1282 – B44 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2019

SERVICES MARKETING

Paper : B14

(New)

Time : 3 Hours]

[Max. Marks : 50

Section A – (Marks: $10 \times 1 = 10$)

1. Answer any **ten** sub-questions. Each question carries **one** mark.

- a) Distinguish between service product and customer service.
- b) What is performance gap?
- c) What do you understand by service quality?
- d) What is service encounter?
- e) What determines customer satisfaction?
- f) What is empathy?
- g) What do you understand by customer satisfaction?
- h) What is interactive marketing?
- i) What do you understand by zone of tolerance?
- j) What is technology-based services?
- k) What is importance-performance matrix?
- l) What is desired level of service?

Section B – (Marks: $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

2. What is service culture? Why service culture is so important?
3. Should a service company try to manage customer expectations? Why?
4. Explain the key factors leading to performance gap.
5. What are the implications of intangibility nature of service? Explain.
6. How can an effective physical evidence strategy help close provider gap 2? Explain.

Section C – (Marks: $1 \times 10 = 10$)

*Answer any **one** question, which carries **ten** marks.*

7. Explain the service recovery strategies that can be used by service organisation.
8. What are the elements in an effective service marketing research program? Explain.

[P.T.O.]

Section D – (Marks: $1 \times 10 = 10$)

Answer the following questions given below.

9. Assume that you are a multiproduct service company that wants to grow through adding new services. Describe a logical process you might use to introduce a new service to the market place. What steps in the process might be most important and difficult and why? How might you incorporate service blueprinting into the process?
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1283 – B45 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2019

(Revised Syllabus)

MANAGEMENT

Paper : B15

(Financial Markets and Services)

(New)

Time : 3 Hours]

[Max. Marks : 50

Answer all sections. Marks are indicated against each section.

Section A – (Marks: 10 × 1 = 10)

1. Answer any **ten** of the following sub-questions, each carries **1** mark.
 - a) What are Financial Markets?
 - b) Who is Merchant Banker?
 - c) What is Rolling Settlement?
 - d) What is Listing?
 - e) What do you know about Money Market?
 - f) What is an Offer Document?
 - g) What is the difference between Fixed Price issue and Book Built issue?
 - h) Who are Depositories? Name the depositories operating in India.
 - i) What is meant by Block Deals?
 - j) Define Mutual Fund.
 - k) Differentiate between Finance lease and Operating lease.
 - l) State the functions of a Factor.

Section B – (Marks: 4 × 5 = 20)

Answer any four of the following questions, each carries 5 marks.

2. What is a Prospectus? Why is it required? Discuss briefly the contents of a prospectus.
3. Write a short note on:
 - a) Primary Market
 - b) Hire-purchase Finance.
4. What is Stock Market? Explain the importance of stock exchanges from the point of view of companies and investors.

[P.T.O.]

5. a) What do you mean by Consumer Finance? State the factors that have caused a boom in consumer finance in India in recent past.
- b) XY Consumer Finance Ltd. has structured a consumer credit deal for Rs. 16 lakh on the following basis:

Monthly repayment period	12	24	36	48
EMI (Rs)	1,50,000	84,000	62,500	52,000

Compute the flat and effective rates of interest for each alternative, Which alternative, XY Consumer Finance Ltd. should consider and why?

6. State the significance of security rating. Explain the process and methodology used by the rating agencies while rating the instruments.

Section C – (Marks: 1 × 10 = 10)

Answer any one of the following questions, which carries 10 marks.

7. Elaborate on the role and the relevance of SEBI in the development and regulation of the securities market in India. What are the measures initiated by SEBI to build investor confidence?
8. The controller of AB Ltd., has been analyzing the firm's policy regarding computers, which are now being leased on a yearly basis on rental amounting to Rs. 1,00,000 per year. The computers can be bought for Rs. 5,00,000. The purchase would be financed by 16% loan repayable in 4 equal annual instalments.

On account of rapid technological progress in the computer industry, it is suggested that a 4-year economic life should be used, instead of the 10-year physical life. It is estimated that the computers would be sold for Rs. 2,00,000 at the end of 4 years.

The company uses the straight line method of depreciation. Corporate tax rate is 35%.

- a) Comment on whether the equipment should be bought or leased?
- b) Analyse the financial viability from the point of view of the lessor, assuming that the lessor uses the straight line method of depreciation, 14% cost of capital and is in 35% corporate tax bracket.

Section D – (Marks : $1 \times 10 = 10$)
(Compulsory)

9. Read the case and answer the questions given at the end. This section carries 10 marks.

X Company sells goods on credit. Its current annual credit sales amounts to Rs.500 lakhs. The variable cost ratio is 80%. The credit terms are 2/10, net 30. On the current level of sales, the bad debts are 1.25%. The past experience has been that 50% of the customers avail of the cash discount, the remaining customers pay on an average 50 days after the date of sale.

The book debts (receivables) of the firm are presently being financed in the ratio of 2:1 by a mix of bank borrowings and owned funds which cost per annum 20% and 25% respectively.

As an alternative to the in-house management of receivables, X Company is contemplating use of full advance non-recourse factoring deal with SBI FACS Ltd. The main elements of such a deal structured by the factor are: i) factor reserve, 15%; ii) guaranteed payment date, 24 days after the date of purchase; iii) discount charge, 20% iv) commission for other services (payable up-front), 3.5% of the value of receivables.

The finance manager of X Company seeks your advice, as a consultant, on the cost-benefit of the factoring arrangement. What advice would you give? You can make your own assumptions where necessary. Show all your workings.

1284 – B46 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A (CBCS) DEGREE EXAMINATION, MAY 2019

COST AND MANAGEMENT ACCOUNTING

Paper : B16

(New)

Time : 3 Hours]

[Max. Marks : 50

All sections are Compulsory.

Read instructions given at each section.

Relevant illustrations must be given wherever required.

Section A – (Marks: $10 \times 1 = 10$)

1. Answer any **ten** out of **twelve** of the following sub-questions. Each question carries **one** mark.
 - a) State the main objectives of cost accounting.
 - b) Define management accounting.
 - c) State why ordering level is fixed.
 - d) What do you understand by Activity-Based Costing (ABC)?
 - e) Give a specimen of Job Cost Sheet.
 - f) What are the main features of a budgetary control system?
 - g) Distinguish between standard cost and estimated cost.
 - h) What is angle of incidence?
 - i) What do you mean by analysis of financial statements?
 - j) What is meant by shareholders' funds?
 - k) What is the difference between cost control and cost reduction?
 - l) What do you mean by Management Reporting?

Section B – (Marks: $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

2. What is re-ordering level? Explain its relationships with maximum and minimum stock levels.
3. What is MIS? Briefly explain its role in costing.

[P.T.O.]

4. A company manufactures two products – Bright and Delight. Both are produced on the same equipment and use similar process. The products differ by volume. Product Delight is a high volume product while Bright is a low volume product. Details of product inputs, output and the cost of activities are as follows:

Particulars	Bright	Delight
Quantity produced (units)	1,000	10,000
Direct labour hours per unit	4	4
Machine hours per unit	2	2
Number of purchase orders	80	160
Number of set-up	40	60

Total production overhead costs recovered for the period has been analysed as follows:

Particulars	Amount Rs.
Volume related activity costs	1,10,000
Set-up related costs	2,10,000
Purchase related costs	1,20,000

Calculate overhead under activity-based costing method.

5. A product passes through two processes. The output of Process I becomes the input of Process II and the output of Process II is transferred to warehouse. The quantity of raw materials introduced into Process I is 20,000 kgs. at Rs. 10 per kg.

The cost and output data for the month under review are as under:

Particulars	Process - I	Process - II
Direct materials	Rs. 60,000	Rs. 40,000
Direct labour	Rs. 40,000	Rs. 30,000
Production overheads	Rs. 39,000	Rs. 40,250
Normal loss	8%	5%
Output	18,000	17,400
Loss realization of Rs./unit	2.00	3.00

The company's policy is to fix the selling price of the end product in such a way as to yield a profit of 20% on selling price.

- Prepare the process accounts.
- Determine the selling price per unit of the end product.

6. A company sells its product at Rs. 15 per unit. In a period if it produces and sells 8,000 units, it incurs a loss of Rs. 5 per unit. If the volume is raised to 20,000, it earns a profit of Rs. 4 per unit. Calculate break-even point.

Section C – (Marks: 1 × 10 = 10)

Answer any one question which carries ten marks.

7. The following data is given:

Particulars	Budget	Actual
Production in units	12,500	11,000
Man hours	6,250	5,750
Overhead costs:		
Fixed	12,500	13,000
Variable	50,000	45,000

Calculate overhead variances when:

- Standard overhead rate per hour is used
 - Standard overhead rate per unit is used.
8. From the following Balance Sheet of PK Ltd. for the years ending 31st December 2011 and 31st December 2012, prepare Cash Flow Statement:

Liabilities	2011 (Rs.)	2012 (Rs.)	Assets	2011 (Rs.)	2012 (Rs.)
Equity Share Capital	2,15,000	2,75,000	Goodwill	-	20,000
Reserves	40,000	40,000	Plant and Mach.	1,12,950	1,16,200
Profit and Loss A/c	39,690	41,220	Land and Building	1,48,500	1,44,250
Provision for tax	40,000	50,000	Current assets	1,98,530	1,70,730
Bank loan	59,510	---	Cash	7,500	7,700
Current liabilities	73,280	52,660			
	4,67,480	4,58,880		4,67,480	4,58,880

The following information is also provided:

- A dividend of Rs. 26,000 was paid during the year 2012.
- Profit before tax for the year was Rs. 62,530.
- During the year 2012, the company paid tax of Rs. 25,000.

[P.T.O.]

- d) During the year, the company purchased another company and paid Rs. 60,000 in share capital. It acquired stock Rs. 21,640 and Plant Rs. 18,360.
- e) It purchased machinery costing Rs. 5,650 during the year.

Section D – (Marks : 10)

(Compulsory)

9. From the following information, prepare a Flexible Budget and calculate the cost per unit of the product of the capacity levels of 4,000 units and 6,000 units.

The cost per unit of a product is Rs. 15 at a capacity level of 5,000 units. The details are given under 'X' below. For a variation upto 25% in capacity above or below this level, the individual expenses vary as indicated under 'Y' below:

Particulars	X	Y
Material cost	35,000	100% Varying
Labour cost	15,000	100% Varying
Power	2,000	80% Varying
Repairs and maintenance	3,000	75% Varying
Stores	1,000	100% Varying
Inspection	600	20% Varying
Depreciation	10,000	100% Fixed
Administration overheads	5,400	20% Varying
Selling overheads	3,000	50% Varying
Total	75,000	

1288 – B50 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2019

MANAGERIAL EFFECTIVENESS AND LEADERSHIP

Paper : B-20

(New)

Time : 3 Hours]

[Max. Marks : 50

Section A – (Marks: $10 \times 1 = 10$)

1. Explain the following terminologies. Each question carries **one** mark.
 - a) Democratic leader
 - b) NLP
 - c) Critical thinking
 - d) Perceptual process
 - e) Introvert personality
 - f) Counselling in leadership
 - g) Personal effectiveness
 - h) Assertiveness
 - i) Anchorers
 - j) Emotional intelligence
 - k) Vision
 - l) Time management.

Section B – (Marks: $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

2. In what way spiritual leadership is helpful in bringing well-being of employees in an organization?
3. "Critical thinking has an impact on the effectiveness of leadership". — Justify.
4. "Modern technology is offering challenge for leaders in the organization". — Discuss.
5. Discuss seven habits of highly-effective people as enumerated by Stephen Coovey.
6. Explain the relationship between effective enriched communication and effective leadership.

[P.T.O.]

Section C – (Marks: $1 \times 10 = 10$)

*Answer any **one** question. Each question carries **ten** marks.*

7. "Personality types of leaders is one of the most important factors which directly affects the effectiveness of leadership". Explain different types of personality and their effectiveness on leadership styles.
8. "Enhancing self-awareness is helpful for understanding in others" — Justify.

Section D – (Marks: 10)**(Compulsory)**

9. Assume yourself as a leader for one of the leading MNCs which has spread its branch in different parts of the globe. Your organization has diversified workforce; in terms of gender (male, female, transgender), age race, religion, states, countries etc... Recently many sub-groups have been framed and it is affecting the efficiency of workforce thus affecting productivity.

As a leader how are you going to manage these diversities, without affecting the feelings of your employees, as it's a sensitive issue?

Make assumptions wherever required.

1289 – B51 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2019

CAREER PLANNING AND DEVELOPMENT

Paper : B 21

(New)

Time : 3 Hours]

[Max. Marks : 50

All Sections are Compulsory.

Read instructions given in each Section.

Relevant illustrations must be given wherever required.

Section A – (Marks: 10 × 1 = 10)

1. Answer any **ten** out of the **twelve** of following sub-questions, Each question carries **one** mark.

- a) Define Career.
- b) What is Self-Assessment?
- c) What do you mean by Career Unrest?
- d) What do you mean by SMART goals?
- e) What is Protean Career?
- f) Define Career Strategy.
- g) What is Career Counselling?
- h) What do you understand by Career Plateau?
- i) What do you mean by Career Resilience?
- j) What are Career Competencies?
- k) Mention the Career Stages.
- l) What is meant by Retirement?

Section B – (Marks: 4 × 5 = 20)

*Answer any **four** questions. Each question carries **five** marks.*

2. Briefly explain the Components of Career Management System with suitable examples.
3. Is it necessary to plan your Education while you plan your Career? Explain the role of Mentor in developing the career plan.
4. What are the reasons for Career Change? Mention possible employee resistance to career change.
5. In Indian context, taking Socio-Cultural aspects into consideration, discuss the problems in career choice and Planning.
6. Mention types of Career Counsellor. Explain the role of career counsellor with respect to IT industry.

[P.T.O.]

Section C – (Marks: $1 \times 10 = 10$)

Answer any one question. Each question carries ten marks.

7. What do you understand by Career Anchors? Explain Schein's Category of Career Anchors with suitable examples.
8. What are the stages of career development? Explain Holland's Occupational Orientation Model appropriate examples in career development of an MBA graduate.

Section D – (Marks: $1 \times 10 = 10$)**(Compulsory)**

9. Case Study: Analyze the case and answer the questions at the end:

Sushiksha Limited was established in 1985 and started experiencing abnormal increase in Human Resource cost by 2004, consequent upon its revised retention policy. The revised retention policy aimed at increase in the salaries of pharmanists and top level managers, more than those of market leaders. Mr. Aldrin George, has taken over the charge as new CEO in 2005. Upon his takeover, he began to look for ways to make the organization more profitable. Throughout his investigation, he found that the company's human resource cost was too high and is a major cause for dwindling financial position of the company.

Mr. Gorge instructed the HR manager of the company to downsize the number of employees by 30% creating a saving of Rs. 300 Cr. The HR Manager offered a counter proposal that it would be wise to expand the production and marketing operations of the company by revising the corporate strategy as the market providing opportunities for Pharma Industry. The CEO just paid a deaf ear to the counter-proposal of the HR manager and consequently the HR Manager initiated the downsizing process. The HR Manager officially informed the employees the details of the downsizing program.

The booming Pharma Industry enabled the employees of Sushiksha Limited to find jobs in other companies without much difficulty. However, most of the displaced employees were upset about being terminated and complained as the new positions were lower than their current ones. However, most were successfully outplaced by June 2006. The company's financial position improved slightly in 2007 and the CEO told HR Manager that we achieved goal. But HR Manager replied, **"we achieved the goal but we lost an appropriate strategy and our competitors gained a lot by employing our trained and expert Staff"**.

Questions:

- a) Considering employee's career unrest, who is right? HR Manager or CEO?
 - b) If you were HR Manager, how would you handle the situation to retain the employees?
 - c) Is it appropriate career strategy to join at the lower positions with competitors?
-

1290 – B52 – IIS MBA (N) – M – 19

SECOND SEMESTER M.B.A. (CBCS) DEGREE EXAMINATION, MAY 2019
PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING

Paper : B22

(New)

Time: 3 Hours]

[Max. Marks: 50

Instructions : All Sections are Compulsory.

Read instructions given at each Section.

Relevant illustrations must be given wherever required.

Section – A (Marks : $10 \times 1 = 10$)

*Answer any **ten** out of **twelve** of the following sub-questions.*

*Each question carries **one** mark.*

1. a) Differentiate between Performance Appraisal and Performance Management.
- b) Differentiate between Competence and Competency.
- c) What do you understand by 'Performance Analysis'?
- d) What is 'Performance Feedback'?
- e) What is Competency Mapping?
- f) What do you mean by 'Critical Incident'?
- g) Differentiate between Formal and Informal Appraisal.
- h) What are assessment centres?
- i) What is 'SOAR' analysis?
- j) What is meant by 'BARS' and 'MBO'?
- k) Differentiate between Threshold and Differentiating competencies.
- l) What do you understand by Generic and Specific competencies?

Section – B (Marks : $4 \times 5 = 20$)

*Answer any **four** questions. Each question carries **five** marks.*

2. "Self Appraisal as a tool for employee development" – Justify.
3. Discuss the issues and problems of performance appraisal.
4. 360° feedback is a multi-rater technique – Elucidate the advantages and pitfalls.
5. "BEI and repertory grid are important tools to identify the competencies" – Discuss.
6. Explain the tools used in Assessment Centre.

[P.T.O

Section – C (Marks : 10)

*Answer any **one** question which carries **ten** marks.*

7. Discuss the different methods of Performance Appraisal? Design a proforma of the performance appraisal form.
8. 'Anything new is resisted', in context to this, explain the different issues on which competency mapping is resisted and give your recommendation on dealing with these issues of resistance.

Section – D (Marks : 10)**(Compulsory)**

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

Performance Appraisal in an Indian BPO

FirstIndia BPO was started in the year 2000 by Chandran, a first generation entrepreneur and the chief executive and (CEO) of the company. Initially, the company provided non-voice based services to its clients in Australia. However, the real breakthrough came when company bagged a 300 FTE (full-time equivalent employees) voice-based call support contract for an Australian healthcare business solution provider.

The employees were supposed to answer the incoming calls and address the customers' queries on insurance coverage, claims status, and also sell the insurance products in case the customers evinced interest to take an enhanced coverage.

The company was able to manage the performance in the non-voice based business as the employees were only required to fill in the customer insurance application forms on the system, based on the scanned filled-in forms received. However, the company found tracking and appraising the performance of employees in the voice-based business, a different ball game altogether.

Chandran called his HR manager and advised him to develop an appraisal framework to manage and review the performance of the employees. The HR manager arrived at the following framework for performance appraisal after conducting job analysis and holding a series of discussions with the operations manager:

- Employees would state the generic goals and objectives at the beginning of the year.
- Employees would record their daily performance on the following metrics:
 - Average hold time for the customer
 - Revenue Per Hour (RPH)
 - Number of calls per hour
 - Average Handle Time (AHT)
 - Customer satisfaction rating

- Employees would capture the aforementioned details on a daily basis. The team leaders (the first line managers of employees) would randomly audit these details to check their authenticity.
- Managers would appraise the employees on a monthly basis through one-to-one meetings.
- Managers would evaluate the employees on all the aforementioned parameters.
- The company would coach and counsel employees on career development aspects.
- The company would rate employees on a performance scale of 1-5 as follows:
 - Rating 1 : Excellent
 - Rating 2 : Very good
 - Rating 3 : Good
 - Rating 4 : Satisfactory
 - Rating 5 : Needs improvement
- The company would place the employees with ratings of 4 and 5 on a performance improvement plan (PIP) of one month to coach and mentor them for better performance.
- At the end of one month, if the performance improved on all parameters, the company would pull out employees from the PIP.
- If the employee's performance does not improve at the end of one month, the company would extend the PIP by another one month.
- If the performance improves by the end of the extended month, the company would pull out employees from the PIP. If there is no improvement they would be put on a disciplinary action process. At the end of enquiry process, if it is established that in spite of all the required support, there is NO improvement, the company would give the employees an option to resign or it would terminate them.

Questions:

- a) Briefly analyse the performance appraisal process at FirstIndia BPO.
 - b) Do you think the performance appraisal process is employee-friendly? Please comment.
 - c) Can you suggest any improvement in the process?
-

1456 – IIS PSY (N) – OE – M – 19



SECOND SEMESTER M.A. (CBCS) DEGREE
EXAMINATION, MAY/JUNE 2019

PSYCHOLOGY (New)

Paper – 2.6 : Foundations of Human Behaviour (OEC)

Time : 3 Hours]

[Max. Marks : 75

Instructions : 1) Answer *all* questions.

2) *All* questions carry **equal** marks.

1. A) What is Psychology ? Describe various approaches to study Psychology.

ಅ) ಮನೋವಿಜ್ಞಾನ ಎಂದರೇನು ? ಮನೋವಿಜ್ಞಾನ ಅಧ್ಯಯನದ ವಿವಿಧ ಮಾರ್ಗೋಪಾಯಗಳನ್ನು ವರ್ಣಿಸಿ.

15

OR/ಅಥವಾ

- B) Explain psychology as a science and describe various research methods used in psychology.

ಬ) ಮನೋವಿಜ್ಞಾನ ಒಂದು 'ವಿಜ್ಞಾನ' ಎಂಬುದನ್ನು ವಿವರಿಸಿ ಹಾಗೂ ಅದರಲ್ಲಿ ಉಪಯೋಗಿಸುವ ಸಂಶೋಧನಾ ವಿಧಾನಗಳನ್ನು ವರ್ಣಿಸಿ.

2. A) Describe the chemical basis of behaviour.

ಅ) ವರ್ತನೆಯ ರಾಸಾಯನಿಕ ಮೂಲಗಳನ್ನು ವರ್ಣಿಸಿ.

15

OR/ಅಥವಾ

- B) What is behaviour genetics ? Describe some of the genetic disorders of behaviour.

ಬ) ವರ್ತನ ತಳಿಶಾಸ್ತ್ರ ಎಂದರೇನು ? ವರ್ತನೆಯ ಕೆಲವು ಜೀವೋತ್ಪತ್ತಿ ವಿಕಾರಗಳನ್ನು ವಿವರಿಸಿ.

[P.T.O.]



3. A) What are perceptual processes ? Describe various principles of perceptual organization.

ಅ) ಪ್ರತ್ಯಕ್ಷಣದ ಪ್ರಕ್ರಿಯೆಗಳು ಯಾವುವು ? ಪ್ರತ್ಯಕ್ಷಣಾನುಭವದ ಸಂಘಟನೆಯ ವಿವಿಧ ತತ್ವಗಳನ್ನು ವರ್ಣಿಸಿ.

15

OR/ಅಥವಾ

B) Analyse the nature and types of learning.

ಬ) ಕಲಿಕೆಯ ಸ್ವರೂಪ ಹಾಗೂ ವಿಧಾನಗಳನ್ನು ವಿಶ್ಲೇಷಿಸಿ.

4. A) What is memory ? Explain some of the techniques to improve memory.

ಅ) ಸ್ಮೃತಿ ಎಂದರೇನು ? ಸ್ಮೃತಿಯನ್ನು ಹೆಚ್ಚಿಸುವ ಕೆಲವು ತಂತ್ರಗಳನ್ನು ವಿವರಿಸಿ.

15

OR/ಅಥವಾ

B) What is motivation ? Analyse some theories of motivation.

ಬ) ಅಭಿಪ್ರೇರಣೆ ಎಂದರೇನು ? ಅಭಿಪ್ರೇರಣೆಯ ಕೆಲವು ಸಿದ್ಧಾಂತಗಳನ್ನು ವಿಶ್ಲೇಷಿಸಿ.

5. Write short notes on **any three** of the following :

ಈ ಕೆಳಗಿನ ಯಾವುದಾದರೂ ಮೂರಕ್ಕೆ ಟಿಪ್ಪಣಿ ಬರೆಯಿರಿ :

(3×5=15)

a) Nature of attention.

ಅ) ಅವಧಾನದ ಸ್ವರೂಪ.

b) Types of memory.

ಬ) ಸ್ಮೃತಿಯ ಪ್ರಕಾರಗಳು.

c) Nature of emotion.

ಕ) ಸಂವೇಗದ ಸ್ವರೂಪ.

d) Emotional intelligence.

ಡ) ಸಂವೇಗಾತ್ಮಕ ಬುದ್ಧಿಮತ್ತೆ.

e) Motivation – Performance relation.

ಇ) ಅಭಿಪ್ರೇರಣೆ ಮತ್ತು ಕಾರ್ಯಕ್ಷಮತೆಯ ಸಂಬಂಧ.