

R-3123**Sub. Code****622101/****632101/****641101/****643101/****652101****M.B.A. DEGREE EXAMINATION, APRIL 2019****First Semester****M.B.A. (CS)/B & I/G/LM/IB****MANAGEMENT CONCEPTS****(Common for All M.B.A.)****(CBCS – 2016 onwards)**

Time : 3 Hours

Maximum : 75 Marks

Part A**(5 × 3 = 15)**Answer **all** questions.

1. What do you mean by MBO?
2. Define 'Planning Premises'.
3. What is the Contingency Theory of Leadership?
4. Write a short note on Vroom's Expectancy Theory.
5. What is Business Process Reengineering?

Part B**(5 × 10 = 50)**Answer **all** questions, choosing either (a) or (b).

6. (a) Briefly explain the Nature and Scope of Management.

Or

- (b) What is Management by Objectives (MBO)? Explain its advantages and disadvantages.

7. (a) What are the important Components of a Business Plan? Discuss.

Or

- (b) What is the Planning in Management? Explain its Importance.

8. (a) Explain the various Types of Organisation. Discuss.

Or

- (b) Describe the Functions of Line and Staff Organization.

9. (a) What are the Important Principles of Staffing? Explain.

Or

- (b) Explain the various Types of Communication in Management.

10. (a) Briefly discusses the Importance and limitations of Controlling in Management.

Or

- (b) What are the 14 Principles of Total Quality Management? Explain.

Part C

(1 × 10 = 10)

(Compulsory)

11. Briefly discuss the Maslow's Theory of Motivation.
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R-3124**Sub. Code****622102/****632102/****641102/****643102/****652102****M.B.A. DEGREE EXAMINATION, APRIL 2019****First Semester****M.B.A. (CS)/B & I/G/LM/IB****BUSINESS ENVIRONMENT****(Common for All M.B.A.)****(CBCS – 2016 onwards)**

Time : 3 Hours

Maximum : 75 Marks

Part A**(5 × 3 = 15)**Answer **all** questions.

1. Write a short note on Globalization.
2. What is Political Stability in the Business?
3. What do you mean by Inflation and Deflation?
4. What is the meaning of Technology Transfer?
5. What is the term 'Initial Public Offering'?

Part B**(5 × 10 = 50)**Answer **all** questions choosing either (a) or (b).

6. (a) What are the Characteristics of Business Environment? Explain.

Or

- (b) Describe the Importance of Globalization in Business.

7. (a) Explain the role of Government in Business Environment.

Or

- (b) Discuss the importance of Government in Economic Planning.

8. (a) Explain the Role of the Central Bank in the Monetary System.

Or

- (b) Discuss the importance of EXIM policy in International Trade.

9. (a) Describe the Social and Cultural factors affecting in the Business.

Or

- (b) What is the Role of Information Technology in Business? Discuss.

10. (a) Briefly discuss the types of Green Renewable Energy.

Or

- (b) What are the Functions of the Capital Markets?

Part C

(1 × 10 = 10)

Compulsory.

11. Describe the Impact of Liberalization, Privatization and Globalization in India.

R-3125

Sub. Code
622103/
632103/
641103/
643103/
652103

M.B.A. DEGREE EXAMINATION, APRIL 2019

First Semester

(CS/B&I/G/LM/IB)

FINANCIAL AND MANAGEMENT ACCOUNTING

(CBCS – 2016 onwards)

(Common for all M.B.A.)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What do you mean by cost accounting?
2. What is turnover ratio?
3. Write a short note on fixed and variable cost.
4. What do you mean by accounting standards?
5. Explain liquidity ratio.

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

6. (a) Explain the various concepts of accounting.

Or

- (b) What are the uses of accounting?

7. (a) What are different methods used for analysis of financial statements?

Or

- (b) Discuss briefly the various techniques of analysis and interpretation of financial Statements.

8. (a) Explain the procedure of preparation of schedule of changes in working capital.

Or

- (b) Explain the managerial uses of cash flow statement.

9. (a) Explain the various methods of depreciation.

Or

- (b) Critically examine the various methods of evaluation of project.

10. (a) What are the advantages of accounting?

Or

- (b) Write a short note on trial balance and position statement.

Part C

(1 × 10 = 10)

Compulsory.

11. A company has to choose one of the following two mutually exclusive projects. Investment required for each project is Rs. 15,000. Both project have to be depreciated on straight line method basis. The tax rate is 50%.

Year	Profit before depreciation	
	Project A	Project B
1	4,200	4,200
2	4,800	4,500
3	7,000	4,000
4	7,000	5,000
5	2,000	10,000

Calculate payback period.

R-3126

Sub. Code
622104/632104/ 641104/652104

M.B.A. DEGREE EXAMINATION, APRIL 2019.

First Semester

M.B.A. (CS)/(B&I)/G/IB

ORGANISATIONAL BEHAVIOR

**(Common for M.B.A (G)/ M.B.A. (CS)/
M.B.A. (B&I)/M.B.A.(IB))**

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. Mention any two challenges of Organisational Behaviour.
2. What do you mean by operant conditioning?
3. State the differences between group and team.
4. List out the various sources of Power.
5. Explain the features of group dynamics.

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Discuss the importance and scope of Organisational Behaviour.

Or

- (b) Explain the contribution of various disciplines to Organizational Behaviour.

7. (a) Explain any two theories of learning and also explain the learning process.

Or

- (b) Evaluate the contribution of trait theories of personality to the study of Organizational Behaviour.

8. (a) Explain in detail the various methods of group decision making.

Or

- (b) What are the components of attitude? How does attitude determine the behavior of an individual?

9. (a) Describe the major reasons for organizational politics.

Or

- (b) Discuss the primary characteristics of organizational culture.

10. (a) Explain the factors that influence the organizational climate with examples.

Or

- (b) Describe the Lewin's three step model of organizational change.

Part C

(1 × 10 = 10)

(Compulsory)

11. Case study:

Raju has been a clerk in a business firm for over a decade. He feels that he has been doing his job efficiently. However, the promotion to a supervisory position, which he has been expecting, has never materialized. He feels sad about it, and a little angry with his manager, Rao, who is responsible for promotions.

Raju feels that a deserving promotion has been denied to him and he attributes it to the fact that Rao belongs to a community different from him. This feeling has gone to such an extent that Raju has become somewhat negligent in his work. He keeps a book of poems which he quietly reads in the office in moments of dullness. He has even begun to write poems-a-practice of his college days and now he does so even in his office occasionally and delights in it. He even thinks of giving up his clerical job and imagines himself sitting on the chair of the sub-editor of a magazine which has published two of his poems under a pseudonym(nick name).

- (a) Analyse the feelings and behaviours of Raju in light of your knowledge of personality, perception and attitudes.
 - (b) What do you feel about the attitude of Rao?
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R-3127**Sub. Code****622105/****632105/****641105****643105/****652105****M.B.A. DEGREE EXAMINATION, APRIL 2019****First Semester****MANAGERIAL ECONOMICS****(MBA (CS)/B&I/G/LM/IB)****(Common to All M.B.A.)****(CBCS – 2016 onwards)**

Time : 3 Hours

Maximum : 75 Marks

Part A**(5 × 3 = 15)**Answer **all** questions.

1. Define Managerial economics and discuss its scope.
2. What do you mean by revenue maximization? How is it different from profit maximization?
3. Discuss the exception to the law of demand.
4. Describe how the economic concentration is measured.
5. Write a note on time value of money.

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

6. (a) Explain how managerial economics is related to other disciplines of management.

Or

- (b) Discuss the role of price elasticity in business decision with examples.

7. (a) Explain the various methods of demand forecasting.

Or

- (b) Examine the usefulness of factors production in the theory of business economics.

8. (a) Discuss the different approaches to cost reduction and cost-control.

Or

- (b) Briefly explain about how the homogeneous and homothetic production function is related to business decision.

9. (a) What do you understand by the term “oligopoly”? Explain the price output relationships in oligopoly market structure.

Or

- (b) Explain the theories of profit given by Clark, Schumpeter and Hawley.

10. (a) Discuss about the factors that determine inflation and deflation and also mention the control measures to control it.

Or

- (b) Explain the balance of payments trend and its implications in managerial decision.

Part C (1 × 10 = 10)

Compulsory.

11. Considering an hypothetical situation where the reserves with the Central bank are Rs. 500 billion and the require reserve ratio is 22 percent. What is the stock of money supply in the economy assuming no excess reserves? If the central bank wishes to increase the money stock by Rs. 1,000 billion, describe briefly what it should do if it uses:
- (a) The required reserve ratio only and
- (b) Open market operations only.

R-3128**Sub. Code****622201/****632201/****641201/****643201/****652201****M.B.A. DEGREE EXAMINATION, APRIL 2019****Second Semester****M.B.A. (CS)/B & I/ G /L.M./I.B.****BUSINESS RESEARCH METHODOLOGY****(CBCS – 2016 onwards)****(Common for All M.B.A.)**

Time : 3 Hours

Maximum : 75 Marks

Part A**(5 × 3 = 15)**Answer **all** questions.

All questions carry equal marks.

1. What is scientific research? Identify the role of research in business.
2. Distinguish between census and sampling.
3. What is measurement scale? Explain different types of measurement scale.
4. What do you understand by “Data Coding”? Explain.
5. Examine the essentials of research report.

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

All questions carry equal marks.

6. (a) Discuss different types of research with suitable examples from the business management point of view.

Or

- (b) What is literature review? State its uses.

7. (a) Define sample size. Discuss the methods of determining sample size.

Or

- (b) Differentiate between probability method of sampling and non-probability method of sampling providing examples for each.

8. (a) Describe the various methods of data collection by large corporates in the recent context.

Or

- (b) How do you design the good questionnaire? Explain with real life examples.

9. (a) Describe the Bivariate data analysis procedure.

Or

- (b) What kinds of biases do you think could be minimised during the data analysis stage of research?

10. (a) Examine the various precautions in writing a business research report.

Or

- (b) What is hypothesis? Develop a set of hypotheses to be tested and state them in the null and the alternate.

Part C

(1 × 10 = 10)

Compulsory.

11. Design an interview schedule to assess the ‘intellectual capital’ as perceived by employees in an organisation - the dimensions and elements for which you had earlier developed.
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R-3129

Sub. Code

622202/

632202/

641202/

652202

M.B.A. DEGREE EXAMINATION, APRIL 2019

Second Semester

MBA(CS)/B & I/G/IB

BUSINESS LAW

(Common for MBA (CS)/MBA (B & I)/MBA (G)/MBA (IB)

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. When does an offer lapse?
2. Differentiate between misrepresentation and fraud.
3. Explain the classification of goods.
4. Enumerate about the liability in case of death under the carriage by Air Act, 1972.
5. What do you understand by limited liability?

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

All questions carry equal marks.

6. (a) 'An agreement without consideration is void unless it is in writing and registered'. Discuss.

Or

- (b) Enumerate the different remedies available to the aggrieved party in case of breach of contract.

7. (a) What are the rights of a surety against the principal debtor and creditor?

Or

- (b) Examine the circumstances in which bailment can be terminated.

8. (a) Enumerate the mode of filing a complaint under CP Act, 1986.

Or

- (b) Identify the provisions of the sale of Goods Act regarding implied condition and warranties.

9. (a) State the provisions under the carriage by Road Act, 2007.

Or

- (b) What is the general responsibility of Railway Administration as carrier of goods? Explain.

10. (a) "It is mandatory for every company to register its own articles of association". Critically analyse the statement.

Or

- (b) Examine the provisions of company law relating to removal of directors.

Part C (1 × 10 = 10)

Compulsory.

11. "A mere mental acceptance, not evidenced by words/conduct is in the eye of law, no acceptance". Critically analyse the statement with suitable illustration.
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R-3130

Sub. Code

622203/

641203/

643202

M.B.A. DEGREE EXAMINATION, APRIL 2019

Second Semester

MBA (CS)/MBA (G)/MBA (LM)

MARKETING MANAGEMENT

(Common for MBA (CS)/MBA (G)/MBA(LM)

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. What is marketing management?
2. What do you understand by marketing information system?
3. List out any three important advantages of packing and packaging.
4. What is online and E-marketing?
5. Define personal selling.

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

6. (a) “There is no contradiction between marketing concept and the social concept of marketing both are complementary”. Do you agree? Explain.
Or
(b) Explain the concept of marketing mix with an example.

7. (a) Why is it essential for a marketer to understand consumer behaviour? What are reference group? How does it affects a person's buying behaviour?
Or
(b) Discuss the components of marketing information system.
8. (a) What are the stages of product life cycle? Discuss marketing strategies in different stages of product life cycle.
Or
(b) Explain different methods of brand promotion.
9. (a) Describe the 7 steps involved in E-marketing plan.
Or
(b) What is distribution channel? What are the functions of distribution channel?
10. (a) "Customer relationship management is also called customer retention management". Elucidate.
Or
(b) Enumerate the factors to be taken care of while designing an advertisement copy.

Part C (1 × 10 = 10)
Compulsory.

11. Read the following case and answer the questions.
A company wishes to launch new tooth paste, which could prevent tooth cavities and tooth decay. But the tooth paste market is highly crowded with multiple brands. As marketing executive prepare a market research strategy to attract new customers as well as to retain existing customers.
Questions :
What type of customer relationship management strategy is required and so that company's new brand could be established in the market?

R-3131

Sub. Code

622204/

641204/

652204

**M.B.A./M.B.A. (CS/G/IB) DEGREE EXAMINATION,
APRIL 2019**

Second Semester

HUMAN RESOURCE MANAGEMENT

(Common for M.B.A. (CS)/M.B.A. (G)/M.B.A. IB)

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. What are the objectives of HRM?
2. Write the difference between Job specification and Job description.
3. Define Placement and Induction.
4. What are non-monetary incentives?
5. What do you mean by workers participation in management?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Explain the role and structure of Human Resource function in organisation.

Or

- (b) Explain the barriers to Human Resource Planning.

7. (a) Bring out the various factors which influence the selection process.

Or

- (b) Explain the various inputs required for a training and development programme.

8. (a) Bring out the components of employee compensation.

Or

- (b) Justify the high remuneration paid to executives.

9. (a) What is employee safety? How is safety disrupted? Explain.

Or

- (b) Bring out the tactics adopted by unions to influence the management.

10. (a) Define fringe benefits. Bring out their importance.

Or

- (b) Write the difference between performance appraisal and potential appraisal.

Part C

(1 × 10 = 10)

Compulsory

11. Read the following case and answer the question.

You have joined in a traditional organisation as HR manager. The organisation has workers, staffs and managers who are essentially rank promotes with low education and professional trainings, the CEO has the vision of taking the organisation from a sales turnover of 50 crores to 200 crores per annum in a span of three years through HRM programmes.

Question :-

What specific systems and strategies will put in place to realize the CEO's vision?

R-3132

Sub. Code

641205

M.B.A. DEGREE EXAMINATION, APRIL 2019.

Second Semester

M.B.A. (General)

PRODUCTION AND OPERATIONS MANAGEMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. Explain the scope of OM.
2. What is Process design?
3. What is lead time?
4. What is REL Chart?
5. What is Inventory Management?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Describe the historical improvement of Production Management.

Or

- (b) How do you improve quality in operations management? Explain in detail.

7. (a) What is aggregating capacity planning? Why is it needed? Discuss the steps involved in aggregate capacity planning.

Or

- (b) Describe about capacity planning strategies.

8. (a) Explain basic steps in the production and operations process planning.

Or

- (b) Briefly describe the characteristics of Production Process Systems.

9. (a) Briefly explain various plant layout types.

Or

- (b) What are the factors for good layout? Explain in detail.

10. (a) Describe about Network Techniques.

Or

- (b) Discuss about stores organization in detail.

Part C

(1 × 10 = 10)

Compulsory.

11. Describe Various Inventory models in detail.
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R-3133**Sub. Code****622206/632206/
641206/643203****M.B.A. DEGREE EXAMINATION, APRIL 2019****Second Semester****FINANCIAL MANAGEMENT****(Common for M.B.A. (CS)/ M.B.A. (B & I)/ M.B.A. (G)/
M.B.A. (LM))****(CBCS – 2016 onwards)**

Time : 3 Hours

Maximum : 75 Marks

Part A**(5 × 3 = 15)**Answer **all** questions.

1. Write a brief note on risk - return trade off.
2. Distinguish between a share and debenture.
3. What is financial leverage? How does it magnify the revenue available for equity shareholders?
4. Define capital budgeting. Examine its need and importance.
5. What do you understand by retained earnings? Discuss the merits of ploughing back of profits.

Part B**(5 × 10 = 50)**Answer **all** questions, choosing either (a) or (b).

6. (a) Why is maximising wealth a better goal than maximising profits?

Or

- (b) Discuss the functional areas of financial management.

7. (a) Explain the various factors influencing working capital.

Or

- (b) From the following information, you are required to forecast the working capital requirements :

Projected annual sales – Rs. 130 lakhs

Percentage of N/P on cost of sales – 25%

Average credit period allowed to debtors – 8 weeks

Average credit period allowed by creditors – 4 weeks

Average stock carrying (in terms of sales requirements) – 8 weeks

Add 10% to computed figures to allow for contingencies.

8. (a) A company issues Rs. 10,00,000, 10% redeemable debentures at a discount of 5%. The costs of floatation amount to Rs. 30,000. The debentures are redeemable after 5 years. Calculate before – tax and after – tax cost of debt assuming a tax rate of 50%.

Or

- (b) Calculate degree of operating leverage, financial leverage and combined leverage from the following data :

Sales – 1,00,000 units @ Rs. 2 per unit – Rs. 2 lakhs

Variable cost per unit @ Re. 0.70

Fixed costs – Rs. 1,00,000

Interest charges – Rs. 3,668.

9. (a) Give a critical appraisal of the traditional approach and the MM approach to the problem of capital structure.

Or

- (b) Calculate the average rate of return for projects A and B from the following :

	Project A	Project B
Investments	Rs. 20,000	Rs. 30,000
Expected life (No salvage value)	4 years	5 years
Projected net income (after interest, depreciation and taxes)		

Years	A (Rs.)	B (Rs.)
1	2,000	3,000
2	1,500	3,000
3	1,500	2,000
4	1,000	1,000
5	—	1,000
	6,000	10,000

If the required rate of return is 12% which project should be undertaken?

10. (a) Discuss the factors that influence the dividend policy of a firm.

Or

- (b) What is MM Approach? State its assumptions and criticism of MM Hypothesis.

Part C

(1 × 10 = 10)

(Compulsory)

11. X Ltd. has currently an all equity capital structure consisting of 15000 equity shares of Rs. 100 each. The management is planning to raise another Rs. 25 lakhs to finance a major programme of expansion and is considering three alternative methods of financing :

- (a) To issue 25,000 equity shares of Rs. 100 each
- (b) To issue 25,000, 8% debentures of Rs. 100 each
- (c) To issue 25,000, 8% preference share of Rs. 100 each

The company's expected earnings before interest and taxes will be Rs. 8 lakhs. Assuming a corporate tax rate of 50%, determine the EPS in each alternative and comment which alternative is best and why?

R-3134

Sub. Code

641401

M.B.A. (General) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

BUSINESS ETHICS AND CORPORATE GOVERNANCE

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. What is the importance of business ethics?
2. Explain how ethics is an integral part of business.
3. How do you develop a code of Ethics?
4. What is Code of Conduct and Code of ethics?
5. What are the principles of Corporate Social Responsibility?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain the principles of ethics. Discuss the various factors that affect business ethics.
Or
(b) Why has business ethics, which was marked by skepticism about few decades ago become increasingly important to Corporate today? Discuss.

7. (a) Define environmental Ethics. Discuss the various approaches used concerning the moral responsibility of environment?

Or

- (b) What is the role of corporations in environmental preservation? Explain measures to solve unethical issues relating to environment?

8. (a) What is professional ethics? What are the various principles to create professional conduct?

Or

- (b) Explain the role of audit committee in enhancing the good Corporate Governance practices? Discuss the various issues related to Corporate Governance.

9. (a) What do you mean by Corporate Governance? Discuss the features and principle of good Corporate Governance?

Or

- (b) What is code of ethics? Why there is need for code of ethic and discuss the measure taken to make code of ethics effective?

10. (a) Why should corporations engage in social welfare projects? Explain CSR as a business strategy for sustainable development.

Or

- (b) What is Corporate Social Responsibility? What are the steps and external standards for attaining CSR?

Part C

(1 × 10 = 10)

(Compulsory)

11. Read the case study and answer the questions.

A fresh engineering graduate gets a job in a prestigious chemical industry. She likes the work. The salary is also good. However, after a few months accidentally discovers that a highly toxic waste is being secretly discharged into a river nearby. This is causing health problems to the villagers downstream who depend on the river for their water needs. She is perturbed and mentions her concern to her colleagues who have been with the company for longer periods. They advise her to keep quiet as anyone who mentions the topic is summarily dismissed. She cannot risk losing her job as she is the sole bread winner for her family and has to support her ailing parents and siblings. At first, she thinks that if her seniors are keeping quiet, why she should stick out her neck. But her conscience pricks her to do something to save the river and the people who depend upon it. At heart she feels that the advice of silence given by her friends is not correct though she cannot give reasons for it. She thinks you are a wise person and seeks your advice.

Questions :

- (a) What arguments can you advance to show her that keeping quiet is not morally right?
- (b) What course of action would you advise her to adopt and Why?

R-3135

Sub. Code

641402

M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

PROJECT PLANNING AND MANAGEMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Define project management.
2. What is feasibility study?
3. Define forecasting in project planning.
4. What is scheduling?
5. What is project financing?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain various types of project.

Or

- (b) Describe the role of project manager.

7. (a) Explain the stages in project formulation.
Or
(b) What is project appraisal? Explain its types.
8. (a) Explain the types of sensitivity analysis.
Or
(b) What are the techniques of investment appraisal? Explain.
9. (a) How do you apply PERT and CPM methods in project planning and scheduling? Explain.
Or
(b) What are the tools used in project management? Write any two softwares and its features in project management.
10. (a) Why feasibility study is important in project management? How to conduct a feasibility study? Explain.
Or
(b) What are the documents required to get the finance from bank? Explain.

Part C (1 × 10 = 10)
Compulsory

11. Case study :

The bank which operates over 100 branch offices in three states, found itself at a cross roads. Having spent significant time creating a good strategic plan for the bank, they wanted to improve execution and delivery. Executive leadership recognized the effectiveness of aligning projects and strategy and realized that the company's existing project management processes were adhoc and inconsistent across IT and business projects.

The company had begun the process of building an Enterprise Project Management Office (EPMO) and there was energy, support and sponsorship for the potential value that an EPMO could deliver. However, initial attempts to get this organizational transformation program off the ground had faltered.

One of the executive team had read J. Kent Crawford's book, *The strategic project office*, which outlines plans to build an enterprise project management office. Initially, the bank reached out to PM college in early 2015, with the thought of developing the skills first, then working toward the structure and methodology. But as the PM college business development representative listened, she realized that in order to fully realize the benefits of the training, the bank needed to first create the structure and processes that would give newly trained project managers the tools to succeed. She took the bank's overview of their issues to her PM solutions consulting colleagues and enlisted their help to frame the problem and its solution.

Question :

What type of the leadership trainings are needed to improve the performance of the bank? State with its outcomes.

R-3136

Sub. Code

641411

M.B.A. DEGREE EXAMINATION, APRIL 2019

Fourth Semester

MBA (General)

ADVANCED COST ACCOUNTING

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Give five characteristics of an ideal costing system.
2. What are various types of scrap?
3. What do you mean by target costing?
4. Distinguish between the job costing and contract costing.
5. Define zero based budgeting.

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Narrate the essential factors to be considered while designing and installing a cost accounting system.

Or

- (b) Define cost. Explain the various costs used in decision making and list out their characteristics.

7. (a) What is economic Order quantity? How does it help in maintaining optimum level of Inventory?

Or

- (b) What is Cost Centre? What purpose does the cost centre serves? Differentiate cost centre from profit centre.

8. (a) Define the term Target costing and Activity Based costing. Explain how it is different from the each other?

Or

- (b) A company manufacturing two products furnishes the following data for a year:

Product	Annual Output (Units)	Total machine hours	Total no. of purchase orders	Total no. of set-ups
A	5,000	20,000	160	20
B	60,000	1,20,000	384	44

The annual overheads are as under: Volume related activity costs Rs. 5,50,000; Setup related costs Rs. 8,20,000 and Purchase related costs Rs. 6,18,000.

You are required to calculate the cost per unit of each product A and B based on:

- (i) Traditional method of charging overheads and
(ii) Activity based costing method.
9. (a) Define cost plus contract. Discuss the advantages of cost plus contract to manufacture and buyers.

Or

- (b) The information given below has been taken from the cost records of a factory in respect of Job No. 777:

(i) Direct material Rs. 4,010

(ii) Wage details:

Department-A: 60 hours @ Rs. 3 per hour

Department-B: 40 hours @ Rs.2 per hour

Department-C: 20 hours @ Rs.5 per hour

- (iii) Variable overheads are as follows:
 Department-A: Rs. 5,000 for 5,000 hours
 Department-B: Rs. 3,000 for 1,500 hours
 Department-C: Rs. 2,000 for 500 hours
- (iv) Fixed expenses estimated at Rs. 20,000 for 10,000 working hours. Calculate the cost of the Job No.777 and the price for the job to give a profit of 25% on the selling price.

10. (a) What is budgetary control? State the main objectives of budgetary control. What are the main steps followed in budgetary control?

Or

- (b) ABC Ltd Company has just completed its first year of operations. The unit costs on a normal costing basis are as under:

Direct material	(4 kg. @ Rs.4)	16.00
Direct labour	(3 hrs. @ Rs.18)	54.00
Variable overhead	(3 hrs. @ Rs.4)	12.00
Fixed overhead	(3 hrs. @ Rs.6)	18.00
		100.00

Selling and administrative costs: Variable Rs.20 per unit; Fixed Rs. 7,60,000

During the year the company has the following activity:

Units produced	24,000
Units sold	21,500
Unit selling price	Rs.168
Direct labour hours worked	72,000

Actual fixed overhead was Rs. 48,000 less than the budgeted fixed overhead. Budgeted variable overhead was Rs. 20,000 less than the actual variable overhead. The company used an expected actual activity level of 72,000 direct labour hours to compute the predetermine overhead rates.

You are required to compute the Unit Cost and Total Income under (i) Absorption Costing, (ii) Marginal costing.

Part C (1 × 10 = 10)

(Compulsory)

11. XYZ Ltd. Produces two products and budget for 60 % level of activity for the year gives the following information.

Particulars	Product A	Product B
	Rs	Rs
Raw material cost per unit	7.50	3.50
Direct labour cost per unit	4.00	3.00
Variable overheads per unit	2.00	1.50
Fixed overheads per unit	6.00	4.50
Selling price per unit	20.00	15.00
Production and sales	4,000 units	6,000 units

The Managing Director, not being satisfied with the projected results as stated above, referred the budget to the Marketing Director for improvement of the performance. The Marketing Director proposed that the sales quantities of products A and B could each be increased by 50% provided the selling price were reduced by 5% in case of product A and 10% in the case of product B. The price reduction should be made applicable to the entire quantity of sales of each of the products

Questions:

- Present the overall Profitability under the original budget and the revised budget after taking the increased sales into Consideration.
- Find that overall break-even sales under original budget and the revised budget.

R-3137

Sub. Code

641413

M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

INVESTMENT MANAGEMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is Capital market?
2. Define equity shares.
3. What is risk and return in investment?
4. What is efficient market hypothesis?
5. Who regulate the money market in India?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) What is SEBI and what are its functions?

Or

- (b) Explain different types of securities.

7. (a) How do you raise capital to start a business? Also explain what methods can a company use to raise capital?

Or

- (b) Describe the types of debt financing.

8. (a) Explain about asset pricing theories.

Or

- (b) Describe about equity portfolio management.

9. (a) Explain three levels of Market efficiency.

Or

- (b) Explain risk and return analysis in Financial Management.

10. (a) Discuss the recent trends in Merchant banking.

Or

- (b) Explain the impact of Global capital market on Indian capital market.

Part C

(1 × 10 = 10)

(Compulsory)

11. Alan and Wendy had accrued a large number of investments over a number of years held directly in property, offshore bonds and pensions. While some of these had performed reasonably overtime, they felt they had lost control over the ongoing suitability of these and wanted some clarity on how they could plan for the future. In addition, they had a lump sum to invest and needed guidance on how to do this sensibly and efficiently. Alan and Wendy were disappointed that some of the investments previously made had not performed as expected but they were unsure of what options were available to them.

Question :

Write and discuss about the Alan and Wendy challenges and frame a investment strategy to improve their forms based on Investment Management.

R-3138

Sub. Code

641415

M.B.A. (General) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

FINANCIAL DERIVATIVES

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Explain the types of financial derivatives.
2. What are the features of warrant?
3. State the differences between Put and Pull options.
4. What are the benefits of hedging?
5. What are Swaps?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) What are the functions of derivative market? What are its recent trends?

Or

- (b) Explain different types of market index and its construction procedure.

7. (a) Explain the role and operation of clearing houses.
- Or
- (b) What are the features of convertible debentures? Explain the process of valuation of convertible debentures.
8. (a) Explain Black and Scholes model of options pricing.
- Or
- (b) Explain portfolio strategies using futures.
9. (a) Explain hedge management process.
- Or
- (b) How do you evaluate and monitor hedging position?
10. (a) What is levered buyout? Explain how it works?
- Or
- (b) Explain different types of swaps and their significance.

Part C (1 × 10 = 10)

(Compulsory)

11. A stock is selling currently at price of Rs.60. Ravi has taken a call option exercisable after 6 months. The exercise price is Rs.55. The standard deviation of continuously compounded annual returns is 30%. The interest rate per annum is 8% Find the value of call option.
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R-3139

Sub. Code

641422

M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

General

DISTRIBUTION MANAGEMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. What is the importance of relationship marketing?
2. What is franchising? What are its objectives?
3. What is the role and functions of stockists?
4. State different types of warehouses.
5. What is strategic alliance in distribution? Give examples.

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Discuss the role of marketing channels in distribution management.

Or

- (b) Explain the structure of marketing channels.

7. (a) What are the functions of a wholesaler? State the merits and demerits of wholesaling.

Or

- (b) What is network marketing? What are its forms?

8. (a) Describe the different types of marketing channel members.

Or

- (b) Discuss the methods of managing channel conflict.

9. (a) Explain the components of channel information system.

Or

- (b) What are the functions of logistics management?

10. (a) What are the issues in international distribution?

Or

- (b) Write note on vertical integration and vertical marketing system.

Part C

(1 × 10 = 10)

Case study

Compulsory question.

11. Westminister Company is one of the world's largest manufacturers of consumer health products. Its domestic operations consist of three separate sales divisions, each of which manufactures and distributes its own product line. Decentralized divisional management is a proud historical tradition at Westminister. According to President Jonathan Bearer, it is a process that requires and encourages responsibility, enhances self-ownership of

the work process, and provides the key component of corporate success. Westminister's products are marketed through a network of diverse retailers and wholesalers.

Pressure from domestic and global competitors, as well as from domestic Westminister customers, has forced the company to reevaluate its current distribution practices. The extensive research findings of the company confirmed that it requires intense commitment to increase the firm's logistics efficiency.

The existing distribution network for the three domestic consumer sales divisions consists of a number of company owned and operated manufacturing plants and distribution facilities. Manufacturing plants must route products through a distribution centre before final delivery to a retail or wholesale customer. Most shipments from manufacturing plants to distribution centres are delivered via motor carrier on a truckload basis. Air freight may be utilized for emergency shipments but also must pass through a distribution centre before delivery to a final destination.

Distribution centre locations are based on both market and production factors. The majority of distribution centres are strategically located throughout the country to service geographic territories that contain the strongest demand for Westminister products. Several distribution centres are located near manufacturing plants to reduce transportation costs. Freight rate classification for product shipments is different for each of the three divisions. Division 'A' freight has a rating of class 60, division 'B' freight has a rating of class 70, and division 'C' freight has a rating of 200.

Transfer freight costs are based on truckload rates from the manufacturing plants to the distribution centres. Customer freight costs are based on less-than-truckload shipments from distribution centres to retail and wholesale customers. Average number of days transit time from the distribution centres to the customer is the

shipment time from the point an order leaves the distribution centre's loading dock until it reaches a customer. Any potential system redesign must consider the effect of labour costs.

The logistics task force is considering the following three alternatives:

- (a) Consolidate the current three distribution systems into a single system serving all three divisions using fewer warehouses than at present.
- (b) Use public or third-party warehousing and third-party transportation rather than the current system network.
- (c) Continue with the current arrangement as it is.

Questions:

- (i) What effects would the two new alternatives have on transfer and customer freight costs? Why?
- (ii) What factors should be taken into consideration when determining the appropriate number of warehouses?
- (iii) What selection criteria should be used when evaluating a service provider's (public or third party warehouse, or third-party transportation provider) ability to meet critical logistical concerns?

R-3140

Sub. Code

641424

M.B.A. (General) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

MARKETING OF SERVICES

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is Service Marketing?
2. What are the classifications of service?
3. What is the purpose of positioning in Marketing?
4. Define customer service.
5. Why hospitality is important in service marketing?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain the factors influencing the growth in services marketing.

Or

- (b) Discuss the developments in service marketing.

7. (a) Describe the Lovelock's classifications of services.

Or

- (b) Explain the importance of service blue printing.

8. (a) Describe the dimensions of positioning in service marketing.

Or

- (b) What is a positioning map in marketing? How do you determine the positioning of a company?

9. (a) How to measure customer satisfaction in service industry? Explain in detail.

Or

- (b) Discuss GAPS model of service quality with example.

10. (a) Describe the perspectives on tourism development.

Or

- (b) Describe different kinds of charities services and their notes with example.

Part C (1 × 10 = 10)

(Compulsory)

11. Discuss the importance of Power and Telecommunication in marketing of services.
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R-3141

Sub. Code

641427

M.B.A. DEGREE EXAMINATION, APRIL 2019

Fourth Semester

MBA (G)

RETAIL OPERATIONS MANAGEMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is retail management?
2. What is strategic method planning?
3. Explain service quality.
4. What are the objectives of retail logistics?
5. What is the use of MIS in retailing?

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

6. (a) Explain the historical improvement of retail management in India.
Or
(b) Describe the modern retail structures with suitable diagram.

7. (a) Write the role and responsibilities of modern softwares in Retail management.

Or

- (b) Explain merchandising issues in retail operation management.

8. (a) How do you maintain customer service quality in retail management?

Or

- (b) Describe various types of store layout in retail management.

9. (a) What is vendor management? How do you maintain vendor management in retail management?

Or

- (b) Explain in detail about retail logistics and its benefits.

10. (a) Describe the role of Human Resources Management in Retail Management.

Or

- (b) How do you use retail accounting packages in retail management? Explain with the help of any two different accounting packages.

Part C

(1 × 10 = 10)

Compulsory.

11. A chain of retail stores in Tamil Nadu and Karnataka that offered home appliances and consumer electronics. Between 1999 and 2002, Viveks ventured into an aggressive expansion strategy to strengthen its position in the consumer durable retail sector by setting up new outlets and acquisitions. At the same time, the company aimed at optimizing inventory, reducing cost and other strategies for efficient operations. Vivek an Co began operations in 1965 as a 200 square fact that sold folding chains in the Mylapore area of Chennai. It was later renamed Vivek Limited and started selling products under the brand name Viveks.

Questions :

Viveks grew from three stores in 1995 to fifty stores in 2004-05 by following rapid expansion strategy in Tamil Nadu and Karnataka. What factors would you attribute to its success?

R-3142

Sub. Code

641428

M.B.A.(G) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

General

DIGITAL MARKETING

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Explain the terms PPC and SEM.
2. What is online reputation management?
3. What is E-mail marketing? How would you increase the E-mail list?
4. Give an account on any two Web Business Models.
5. What is targeting in online marketing?

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

All questions carry equal marks.

6. (a) What do you mean by digital marketing? How it is categorized?

Or

- (b) What are the different ways to promote digital marketing?

7. (a) What is SEO? What is keyword and how important it is in SEO?

Or

- (b) Explain the elements of online marketing mix.

8. (a) Explain various social channels in digital marketing.

Or

- (b) What are the benefits of social media marketing? How companies measure their social media marketing success?

9. (a) How to get more people pay attention to social media posts?

Or

- (b) What are the ways to increase traffic to a website in a most effective manner?

10. (a) What is a blog? Why blogs are important for a business?

Or

- (b) What are the bases for consumer segmentation for online marketing?

Part C (1 × 10 = 10)

Case Study. Compulsory questions.

11. As a digital marketing manager how are you going to setup track-analyze whether a campaign you conducted was a success?

R-3143

Sub. Code

641441

M.B.A.(G) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

General

TRAINING AND DEVELOPMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. What are the factors to be considered for task analysis?
2. What are instructional strategies?
3. What is meant by 'learning by imitation'?
4. What is developmental coaching?
5. What is succession planning?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) What is the procedure for conducting training need analysis?

Or

- (b) Explain the Theories of Learning Motivation.

7. (a) What are the aspects to be considered while creating a training design structure?

Or

- (b) Discuss the instructional strategies used in training programs.

8. (a) Describe various classroom delivery training methods.

Or

- (b) Explain the criteria for evaluation of training.

9. (a) Explain different types of coaching.

Or

- (b) Which training methods would be effective for the following, also give reasons:

- (i) Knowledge acquisition
- (ii) Change in attitudes
- (iii) Problem solving skills
- (iv) Interpersonal skills

10. (a) Discuss the steps involved in succession planning and fast-tracking.

Or

- (b) Discuss the competencies required for a HR professional.

Part C

(1 × 10 = 10)

Case Study: Compulsory question

11. The Department of Social Services represents a large part of your company's budget and total number of employees. The job of technician is responsible for all client contact, policy interpretation, and financial decisions related to several forms of public aid (e.g. food stamps, aid to

families with dependent children). Technicians must read a large number of memos and announcements of new and revised policies and procedures. Technicians were complaining they have difficulty in reading and responding to this correspondence. The company decided to send the employees to a speed reading program costing Rs.2,50,000 per person. The company has 200 technicians.

Preliminary evaluation of the speed reading program was that trainees like it. Two months after the training was conducted, the technicians told their managers that they were not using the speed reading course in their jobs. but were using it in leisure reading at home.

When their managers asked why they were not using it on the job, the typical response was, "I never read those memos and policy announcements anyway".

Questions:

- (i) Evaluate the needs assessment process used to determine that speed reading was necessary. Was it appropriate?
- (ii) How would you have conducted the needs assessment?

R-3144

Sub. Code

641442

M.B.A./M.B.A. (G) DEGREE EXAMINATION, APRIL 2019.

Fourth Semester

ADVANCED BEHAVIOURAL SCIENCE

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Distinguish between behavioural science and organizational development.
2. What is Transactional Analysis?
3. What is performance review?
4. What are the objectives of behavior modification?
5. Distinguish between managerial guidance and managerial counseling.

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Discuss the contribution of behavioral science to functional areas of management.

Or

- (b) Discuss how behavioral science concepts form a link to organizational development.

7. (a) What are the outcomes of using stamps, sweatshirts and rackets?

Or

- (b) What are the components of assertive behaviour? What is the need for assertiveness?
8. (a) Write a note on the essentials to create a blue print on goal setting.

Or

- (b) Discuss the methods of analyzing performance problems.
9. (a) Describe the steps of developing an Intervention plan.

Or

- (b) Briefly discuss the methods of evaluating the effectiveness of behavior change.
10. (a) Discuss the salient features of counseling.

Or

- (b) Highlight the consequences of anxiety and stress at work.

Part C

(1 × 10 = 10)

Compulsory.

11. Read the following case and answer the questions :

Interior Decorating Corporation, a proprietary firm was engaged in the business of floor carpeting and supplying furniture. The firm used to procure carpet and furniture from the manufacturers directly. While the furniture was supplied in the form in which it was procured from the manufacturer, carpeting required some processing by carpet layers employed by the firm. Though the firm's business was good, it continuously suffered from adequate cash inflows as carpeting and supplying furniture was undertaken on credit basis. Worried with

the problems of cash shortages, Mohan, the owner of the firm, wanted to have a person who could work for him and collect enough cash from the customers to pay its outstanding creditors. He was having bank overdraft facility and this limit was mostly exhausted most of the time. Mohan was very much impressed with Kishan, a private-sector bank employee who used to handle Mohan's account in the bank. Mohan persuaded him to join his firm and offered substantial pay rise with a full freedom of handling the firm's finance and accounts independently. Kishan thought it a good opportunity to show his talent and readily agreed to join the firm.

After Kishan joining Interior Decorating Corporation, he discussed the problem of cash flows of the firm with Mohan. Mohan suggested him that it was just a matter of timing and the firm would generate enough cash inflows to pay outstanding as it was the best firm in the city. He advised to take steps for recovering dues from the customers. Kishan felt satisfied as the matter appeared to be very simple. However, on detailed analysis, he found that the matter was not as simple as narrated by Mohan; it was much more than a simple problem of cash flow. In spite of this, he did not feel worried and accepted it as a challenge. He analyzed the matter thoroughly and arrived at the following conclusions.

- (a) Carpet layers used to make mistakes in carpet laying and customers had lot of complaints. Similarly, some furniture used to be damaged in transportation which also invited complaints from the customers. However, these complaints were not attended to promptly and consequently, customers refused to pay. Therefore, problems would be overcome by complaints serviced to the satisfaction of the customers.
- (b) Since the firm was not paying its outstanding promptly, suppliers of carpet and furniture were reluctant to allow credits on long-term basis but only on short-term basis. This resulted into huge short-term outstanding.

Armed with such an analysis, Kishan prepared a plan to overcome the problems and discussed it with Mohan with which he readily agreed. Kishan began to examine all customer orders at crucial points in the process which resulted in minimizing the problems with new order though many old complaints remained pending. These complaints were handled one by one as the time permitted. Kishan also arranged a priority system for paying creditors that eased some financial pressures in the short run. Which would allow old and non-critical debts to be repaid when old customers cleared their dues. Within a period of six months, the firm cleared its outstanding and there was some surplus in the bank account too. Both Mohan and Kishan were very happy and the former raised the salary of later substantially giving him credit for the transformation. Kishan felt a sign of relief that his overwork has paid suitable dividend.

After three months, Mohan asked Kishan to check the firm's bank balance as he needed money for purchasing a new house for his family. Kishan objected the proposal vehemently as this would put the firm in the problem of cash shortages again and it would be very painful to him to work with perennial cash shortages. He had overworked to overcome the problems with lot of tension and Mohan wanted to put him in the same situation again. A prompt reply came from Mohan, "If it is painful to you to work, better you resign. I will sell my services and money will flow like anything. After all, it was a matter of timing. It is my firm and I will run it in the way I like. You better get rid of it". Kishan was visibly disturbed but did not say anything.

Questions :

- (i) How did Mohan and Kishan perceive the problems being faced by Interior Decorating Corporation?
- (ii) What steps should Kishan take after this incident?
- (iii) What advice can you offer to Mohan and Kishan to resolve their differences?

R-3145

Sub. Code

641444

M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

LABOUR LEGISLATIONS

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. Define the objectives of Factories Act, 1948.
2. Explain the objectives of minimum wages Act, 1948.
3. How gratuity is calculated?
4. Explain shop act renewal fees.
5. What is maternity benefit act?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Describe the health safety and welfare provisions under factories Act, 1948.

Or

- (b) State the rules regarding workmen's compensation.

7. (a) Critically examine the powers of appropriate government offences and penalties according to the minimum wages Act, 1948.

Or

- (b) Explain about the essential characteristics of a fixing up and receiving up the minimum wages in India's context.

8. (a) How is Provident Fund Scheme administered under the employee's Provident Fund Act?

Or

- (b) Describe the procedure for ESI claims.

9. (a) What are the authorities constituted for the prevention and settlement of Industrial disputes under the Industrial disputes Act?

Or

- (b) How a trade unions are classified as Recognized and non – Recognized trade union? What are the rights and equalities can be claimed by these?

10. (a) Describe about equal remuneration act 1976 amendments.

Or

- (b) Discuss about contract labour act in India.

Part C (1 × 10 = 10)

Compulsory.

11. Case studies.

Warner Insurance Company was established in 1960 and developed into one of the prominent insurance companies in the US. Its turnover ran into billions. The company provided various insurance covers like property insurance, insurance against accidental injury, life insurance and health insurance. The success of the company could be mainly attributed to the efficiency with which it handled its operations.

At the meeting of the board of directors, John Douglas (Douglas), Chairman and CEO of Warner Insurance Company raised the issue of expanding the operations of the organization. Other directors who had also been toying with the idea for sometime,—immediately agreed.

Talking on the subject, Douglas said, “We have the necessary funds to expand our operations, but what is more important is to decide which market to target and how to capture a larger market share. We need to gather more information on existing opportunities. We shall meet again after a fortnight to decide on the market to target.”

Questions :

- (a) Examine the problems that arise when expanding the operations of an insurance organization.
- (b) Analyze the rationale for international expansion by an insurance organization.

R-3146

Sub. Code

641432

M.B.A. DEGREE EXAMINATION, APRIL 2019

Fourth Semester

General

SUPPLY CHAIN MANAGEMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. What is logic system analysis?
2. Under what criteria will you take make or buy decision?
3. What are the functions of packaging?
4. What is the use of RFID tags in warehousing?
5. What is revenue management?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Explain the key decision areas in supply chain management.

Or

- (b) Describe the dimensions of logistics.

7. (a) State the factors influencing the choice of sources.
- Or
- (b) Discuss the role of supply chain in capacity management.
8. (a) Explain the modes of transportation and their performance characteristics.
- Or
- (b) Describe the four phases in the framework for network design decisions.
9. (a) Explain different models of inventory used by warehouses to effectively stock the goods.
- Or
- (b) Explain the impact of supply uncertainty on safety inventory.
10. (a) Narrate the role of channels in efficient and effective supply chain management.
- Or
- (b) What are the key issues in determining channel requirements?

Part C

(1 × 10 = 10)

Case Study : Compulsory question.

11. A grocery store carries a particular brand of tea that has a daily demand of 40 units and a standard deviation of 12 units. Its current supplier sells at Rs.70 per unit and requires 2 weeks lead time. An alternate supplier is willing to supply at Rs.69 per unit but requires 4 weeks lead time and insists on minimum order size of

1000 units per order. The company has an ordering cost of Rs.400 per order and carrying cost of 30 percent. The company is of the view that a target level of one stockout in a year is acceptable for grocery items.

Question :

Which supplier should the company use to reduce cost in supply chain?

R-3147

Sub. Code

641433

M.B.A. (General) DEGREE EXAMINATION, APRIL 2019.

Fourth Semester

ADVANCED QUALITY MANAGEMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Enumerate ISO 9000 series of standards.
2. What is P and C charts?
3. What is quality function deployment?
4. What is constant hazard?
5. Define quality assurance.

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) What are the principles of quality management?

Or

- (b) Why is ISO 9000 important?

7. (a) Explain the six basic techniques for presenting performance measures.

Or

- (b) Describe a quality control chart and how it can be used? What are the upper and lower control limits?

8. (a) Discuss the stages in inspection planning.

Or

- (b) Explain the methods of measurement of errors in production.

9. (a) Explain reliability in series and parallel and also explain the different regions of operating characteristics curve with a neat sketch.

Or

- (b) Explain the Weibull model of hazard in reliability testing.

10. (a) What are the management principles in quality assurance?

Or

- (b) How would you conduct a quality survey for a service organisation?

Part C

(1 × 10 = 10)

Case Study : Compulsory question.

11. '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 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 shop floor 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, shop floor 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 analysts. 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 work station 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 counseled 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) Analyze 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 principles of TQM be applied to a personnel function?
 - (d) What general implications does TQM have for industrial relation?
-

R-3299

Sub. Code

641301

M.B.A. (General) DEGREE EXAMINATION, APRIL 2019

Third Semester

STRATEGIC MANAGEMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. Define Strategic Management.
2. What is Environmental Scanning?
3. What is Strategy formulation?
4. What is portfolio analysis in strategic management?
5. Define strategic evaluation.

Part B

(5 × 10 = 50)

Answer **all** questions.

6. (a) Describe the strategic management process.
Or
(b) Describe the levels of strategic planning.
7. (a) Explain the importance of environmental analysis in strategic management.
Or
(b) Describe competitive analysis in strategic management.

8. (a) Discuss about Porter's generic strategies with example.

Or

- (b) What are functional level strategies? and how it contribute to efficiency? Discuss.

9. (a) Describe the importance of portfolio analysis in strategic management.

Or

- (b) Write the importance of GE business screen with example.

10. (a) Discuss the barriers in strategic evaluation and control.

Or

- (b) Describe the relationship between EVA and MVA.

Part C

(1 × 10 = 10)

(Compulsory)

11. General Electronic Corporation established in 2005. It was decided sustainability was a business opportunity rather than a cost and pushed into the field in 2010 with its ecomagination initiative. But the products and services weren't only for its customers. They first transformed G.E. The GE corporation began looking at sustainability as part of a demographic trend, realizing that scarcity would increase with population growth. GE saw a profitable business opportunity in helping companies along this sustainable path. So it set up its ecomagination unit to offer environmental solution.

Question :

How do you create a new business in sustainability and move into the major leagues?

R-3300

Sub. Code

641302

M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Third Semester

MANAGEMENT CONTROL & INFORMATION SYSTEM

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Distinguish between management control and operational control.
2. Enumerate the types of transfer prices.
3. Define office automation with an example.
4. What is system analysis?
5. What is management by inertia?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Explain the key variables that may be used for Management Control Design.

Or

- (b) Explain the different categories of information systems.

7. (a) Discuss the different measures by which you would evaluate the performance of a profit centre.

Or

- (b) Discuss the contents of various management control reports that are crucially important.

8. (a) Describe the different categories of information required for managerial control.

Or

- (b) Briefly explain the role of transaction processing system in marketing management control.

9. (a) What are the types of system design? Describe the important aspects of system design.

Or

- (b) Write an overview of a data flow diagram.

10. (a) Briefly explain the implications of formal and informal control systems on any organization of your choice.

Or

- (b) Explain how does the handling of management control process differ in non-profit organizations from that of a profit-oriented organization?

Part C (1 × 10 = 10)

(Compulsory)

11. Read the following case and answer questions.

During the late 1980s, Samsonite Canada, Inc., began to question its prospects for survival. The market for Canadian luggage was maturing, and the 17 percent tariff on imported luggage was to be phased out by the end of the 1990s. Moreover, Samsonite Canada, based in Stratford, Ontario, had recently lost a contract for making plastic parts for a European toy company. (The parts were made with the same injection moulding equipment used in the manufacture of hard luggage.) Until this point, the company's balance sheet had always shown a reasonable profit. Profits in the future looked less certain.

Although management had always suspected that its luggage manufacturing costs were high relative to those of its Denver-based U.S. parent, an investigation showed the situation to be worse than anticipated. Comparative indicators pointed to costs that were 50 to 70 percent higher than those in Denver. Company officials concluded that if the firm was to remain in operation, they would need to both cut costs and find ways to expand business.

As a result, Samsonite Canada initiated a rejuvenation program in 1991. The company received both financial and expert assistance from a Canadian federal agency, Employment and Immigration of Canada. The agency helped establish and chair a Steering Committee with equal representation from employees and management. The Steering Committee manages the ongoing process of change. Because of the focus on teams, as well as employee empowerment, continuous improvement, and training, the new program was called SPIRIT (Samsonite's Purpose Is Resulting In Team work). In regard to financial help, the agency provided half of the \$392,000 cost for the first 2 years of the program. The company also received support from its Denver parent.

During the first year of the program, the company met its goal of cutting costs by half a million dollars. The cost cuffling has continued at a brisk pace as employees have been offering many cost-saving ideas.

Many of the ideas have come from teams created to focus on continuous improvement. The teams, which meet on a weekly or biweekly basis, look for cost-cutting ideas in their work areas. They also consider ways to improve products and enhance service.

One initial problem was that the employees were accustomed to taking orders rather than taking the initiative to solve problems. To help employees learn appropriate skills and adapt to the required new culture, the company brought in a training program developed by the Canadian Manufacturers' Association with the help of the Canadian federal government. During a 6-month period, every employee, including management, received some or all components of the training program. The training focused on leadership and continuous improvement.

One result was the reorganization of the production area into work cells, where teams of workers collaborated with engineering to determine the best ways to lay out their work areas for manufacture and assembly of products. Because of these efforts, production runs more smoothly, a JIT inventory approach has been adopted, and materials are handled more efficiently. Quality control has also improved. The new work cell arrangements are 60 to 70 percent on their way to eliminating the need for quality inspectors. Instead, the workers themselves will take responsibility for maintaining quality at a sufficient level. Moreover, profit margins are up, and the streamlined work cells have freed up space that the company is now leasing to other businesses.

The push for higher quality has had another benefit. Samsonite Canada decided to pursue further business with FAG Bearings Limited, a major supplier for the Ford Motor Company. Samsonite had done a small amount of business with FAG Bearings in the past, but now it wanted to become the firm's single source for moulding automotive strut bearings. FAG Bearings required the entire Samsonite Canada Company to submit to a quality audit, not just the moulding department. Samsonite Canada has also been working to shift some of its luggage expertise toward making other types of specialty containers. To that end, it has established its own research and development department. Already, specialty products account for 25 percent of gross sales.

The continuous improvements, even many minor ones, have made a big difference at Samsonite Canada. Samsonite recently signed an agreement with the Tracker Corporation for a 1-year exclusive use of Tracker's World Wide Recovery Service in luggage within Canada. Tracker will provide digitally coded labels that can identify the owner of lost luggage and arrange for its return via an international courier network.

Questions :

- (a) What role did financial controls play in helping Samsonite identify the need for change?
 - (b) To what extent does Samsonite Canada appear to have initiated Total Quality Management (TQM)?
 - (c) Explain how Quality Improvement Teams operated in the Samsonite environment?
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R-3477

Sub. Code

641401/ 643401

M.B.A. (G/LM) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

General/LM

BUSINESS ETHICS AND CORPORATE GOVERNANCE

(CBCS – 2012 onwards)

(Common for M.B.A./M.B.A. (LM))

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Define Business Ethics.
2. What is environmental ethics?
3. What do you mean by 'good corporate governance'?
4. What is whistle blowing?
5. What is corporate social responsiveness?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Discuss the advantages of business ethics.

Or

- (b) What is the most significant objection against utilitarianism? How would the utilitarian respond to this?

7. (a) What is the role of Advertising Standards Council of India (ASCI) in controlling unethical advertising? Cite an example of action taken by ASCI against misleading advertisements.

Or

- (b) Describe the ethical influence of globalization on business stakeholders.
8. (a) Critically evaluate the stewardship theory of corporate governance in the light of public sector undertakings in India.

Or

- (b) What are the obligations of Board to Investors?
9. (a) What are the main distinctions between MNCs and domestic firms with respect to corporate governance?

Or

- (b) Enumerate the recommendations of Cadbury Committee on corporate governance relating to board of directors, non-executive directors and executive directors.
10. (a) Write a brief note on evolution of CSR in India.

Or

- (b) Describe the determinants to evaluate CSR initiatives.

Part C (1 × 10 = 10)

Compulsory.

11. Innovative Business Solutions Ltd. (IBSL) provides business solutions to customers through the use of advanced information technology such as computers, software, and management information systems. Over the past decade, IBSL has been arguably one of the largest corporate contributors of cash, equipment, and people to non-profit organisations and educational institutions across the United States and the world. The company's central social responsibility focus is on helping people to use information technology to improve the quality of life for themselves and others.

IBSL believes that information technology innovations that are revolutionising businesses can provide important break throughs for improving the welfare as a whole. These innovations have the potential to help organisations in all segments of society to deliver better services, manage costs, maximise effectiveness, and implement exciting new programmes.

The company's commitment to provide solution-oriented innovations for these organisations involves both monetary contributions and working hand-in-hand with the organisations themselves to design technology solutions that address specific problems. IBSL's social responsibility activities are diverse and focus on improving education, promoting arts and culture, maintaining and improving the environment and helping communities in need.

One of IBSL's more notable social responsibility programmes is called 'ChildSmart'. This programme is currently going on in 50 countries around the world and aims at providing technological resources to children in remote and needy communities. ChildSmart aspires to develop children's social, innovative, and cognitive skills. A new ChildSmart programme launched in Kenya

provided teachers with 50 computers specially designed by toy manufacturers to be colourful and appealing to children. The computer software was translated into local language, and helps teachers to develop children's basic skills in mathematics, science, creative writing and thinking. Kenyan officials are especially pleased with the ChildSmart programme not only because it helps children learn and develop skills, but it also spreads technology awareness within underprivileged communities.

The overall message from CEO of IBSL is clear: IBSL strives to be a socially responsible member of the communities in which it does business.

In light of the above, answer the following: (a) Is this a concept of corporate social responsibility or corporate philanthropy, (b) Do you agree or disagree? Give reasons.

R-3478

Sub. Code

641402/ 643402

M.B.A. (G/LM) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

General/Logistics Management

PROJECT PLANNING AND MANAGEMENT

(Common for M.B.A./M.B.A. (LM))

(CBCS – 2012 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. What do you mean by the term 'project'?
2. State any three objectives to market appraisal.
3. What is project scoping?
4. What is a load chart?
5. What is project indivisibility?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Describe the elements of project scope management.

Or

- (b) What are the phases and tasks of a project development cycle?

7. (a) Explain the significant elements of a pre-feasibility study of a project.

Or

- (b) Bring out the guidelines issued by the planning commission for project formulation.

8. (a) Briefly explain the application of sensitivity analysis in investment project evaluation under uncertainty and risk.

Or

- (b) What is the importance of recognizing alternative perspectives of a project?

9. (a) Explain the benefits of computerized information system in project management.

Or

- (b) A small equipment erection project consists of following 12 jobs :

Jobs	1-2	2-3	2-4	3-4	3-5	4-6	5-8	6-7	6-10	7-9	8-9	9-10
Duration (weeks)	2	7	3	3	5	3	5	8	4	4	1	7

Draw the Project Diagram and determine Project Completion time.

10. (a) What are the different sources of Project Finance? Give a brief account of each of them.

Or

- (b) Write a comprehensive procedure to apply and seek finance from Banks for a project.

Part C (1 × 10 = 10)
(Compulsory)

11. M/s. Sofine Chemical (P) Ltd. a newly incorporated private limited company. The company was floated with the objective of setting up a plant for the production of detergent washing powder. The critical path for the network of project activities indicated the project completion time as 9 months. It was unfortunate that nature played havoc. There was an unexpected earthquake and the proposed industrial site also felt mild tremors. In view of the widespread damages caused by the earthquake, the overall business activity came to a standstill. The promoters of M/s. Sofine Chemicals (P) Ltd. also had to shelve their project for above six months. After the business conditions returned back to normality, they made a conscious decision to shift to location of their proposed plant to a different location as the originally proposed location was considered earthquake-prone. Identifying a suitable land in a different location and buying the land took another three months.

Thus nine months time which was the completion time as envisaged originally already lapsed and the promoters have only acquired land for the project. The cost accountant who made a revised financial projection showed an entirely different picture. The initial investment required had increased by about 25% due to hike in price of building materials and equipments. This had brought down the profit margin considerably. Moreover, during the lapse of nine months, a few new entrants have already set up their plants for the production of detergent washing powder at nearby places. It has also been brought to notice that some more new entrants have been doing ground work to set up similar plants.

Suggest the course of actions to be followed by M/s. Sofine Chemicals (P) Ltd.

R-3479

Sub. Code

641422

M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

DISTRIBUTION MANAGEMENT

(CBCS – 2012 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Explain the need and importance of distribution management.
2. What are the benefits of franchising?
3. How will you assess a channel's efficiency?
4. Why stock points are important? How do they help in effective distribution?
5. What do you mean by strategic alliance? Give an example for strategic distribution alliance.

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Discuss the functions of marketing channels.

Or

- (b) Describe the methods of distribution channels. Suggest a suitable distribution channel for an MNC entering India for the first time?

7. (a) Explain the role and significance of electronic marketing channels in today's market structure.

Or

- (b) Identify the pros and cons of appointment of dealers, wholesaler and retailers.

8. (a) Explain the recent trends in the transport industry.

Or

- (b) Explain how channel members have to be evaluated and appointed.

9. (a) Write a detailed note on channel information system.

Or

- (b) What is SCM? What are the factors contributing to an effective SCM?

10. (a) What are the international level distribution challenges of an Indian organisation in selling abroad?

Or

- (b) Explain the vertical marketing system, its benefits and disadvantages.

Part C

(1 × 10 = 10)

(Compulsory)

11. Dell started out as a direct seller, first using a mail-order system, and then taking advantage of the Internet to develop an online sales platform. Well before use of the Internet went main-stream, Dell had begun integrating online order status updates and technical support into their customer-facing operations. While most other PCs were sold preconfigured and pre-assembled in retail stores, Dell offered superior customer choice in system

configuration at a deeply discounted price, due to the cost-savings associated with cutting out the retail middleman. This move away from the traditional distribution model for PC sales played a large role in Dell's formidable early growth. Additionally, an important side-benefit of the Internet-based direct sales model was that it generated a wealth of market data the company used to efficiently forecast demand trends and carry out effective segmentation strategies. This data drove the company's product development efforts and allowed Dell to profit from information on the value drivers in each of its key customer segments.

Dell required a highly reliable supply of top-quality PC components, but management did not want to integrate backward to become its own parts manufacturer. Instead, the company sought to develop long-term relationships with select, name-brand PC component manufacturers. Dell also required its key suppliers to establish inventory hubs near its own assembly plants. This allowed the company to communicate with supplier inventory hubs in real time for the delivery of a precise number of required components on short notice. Dell openly shared its production schedules, sales forecasts and plans for new products with its suppliers. This strategic closeness with supplier partners allowed Dell to reap the benefits of vertical integration, without requiring the company to invest billions setting up its own manufacturing operations in house.

Dell instituted "manufacturing cells." These "cells" grouped workers together around a work-station where they assembled entire PCs according to customer specifications. Cell manufacturing doubled the company's manufacturing productivity by 75%.

Questions :

- (a) What was the initial strategy of Dell in the marketing channel? Was it successful? What contributed for its success/failure?
 - (b) Was there any enhanced customer value in channel adopted by Dell?
 - (c) In such a type of channel selection, would the feed-back from customer would be effective?
 - (d) What kind of inventory method was adopted? How effective was it?
 - (e) Did Dell adopt any process innovation? Why? If not, why it did not?
-

R-3480

Sub. Code

641424

M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

MARKETING OF SERVICES

(CBCS – 2012 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is service marketing?
2. What is service encounter?
3. What is the objective of positioning?
4. What is service quality dimension?
5. What is an airline customer service?

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

6. (a) Explain the features of service marketing mix.

Or

- (b) Describe the challenges in services marketing in India.

7. (a) Discuss the classification of services in service marketing.

Or

- (b) Describe delivery system and marketing system in services marketing.

8. (a) Explain the role of positioning in service marketing.

Or

- (b) Discuss the steps in developing a positioning strategy.

9. (a) Explain the strategies for managing customer expectations.

Or

- (b) Describe about servqual dimensions.

10. (a) Discuss the tourism marketing strategies in India.

Or

- (b) Explain the educational services in India.

Part C (1 × 10 = 10)

Compulsory.

11. Briefly describe about non profit organizations services in India with example.

R-3481

Sub. Code

641427

M.B.A.(G) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

RETAIL OPERATIONS MANAGEMENT

(CBCS – 2012 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks

1. What is retailing?
2. Why should you analyze customers?
3. What is an isolated store?
4. What is retail logistics?
5. What is retail tactics?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Explain the functions of a standard retail operation.

Or

- (b) What are the different kinds of problems faced by customers in traditional retailing? How has it been replaced by modern retailing in India?

7. (a) Explain the approaches to strategic market planning.

Or

- (b) Discuss the factors influencing pricing decisions.

8. (a) Discuss the types of store layouts.

Or

- (b) What are the steps involved in delivering quality service?

9. (a) What are the benefits of quick response delivery system?

Or

- (b) What factors drive sourcing considerations?

10. (a) Discuss the retail training essentials.

Or

- (b) Write notes on retail accounting packages.

Part C

(1 × 10 = 10)

(Compulsory)

11. Read the following case and answer the questions.

A leading corporate hospital chain established and managed by top medical professionals has presence in all the metros and major cities of India. Though they are geographically scattered far and wide yet they share a common philosophy in rendering their services in terms of quality, timeliness and approach towards patient care and well being . In this context the top management of the hospital has come up with an idea to establish and run round the clock pharmacy stores through franchise model. To begin with, these outlets need to be first established in the metros and in a phased manner they

would expand to other major cities based on the performance and feedback.

Questions:

- (a) What kind of data will be required to ascertain the feasibility of commencing this business?
 - (b) What criteria would you consider in deciding the right locations for these pharmacy outlets?(make necessary assumptions, if required)
-

R-3482

Sub. Code

641441

M.B.A.(G) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

TRAINING AND DEVELOPMENT

(CBCS – 2012 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. What is context analysis?
2. What are instructional strategies?
3. Define learning cycle.
4. What are the objectives of communication in a training programme?
5. What is career transition?

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b)

All questions carry equal marks.

6. (a) Explain the salient features and methods involved in Training Needs Assessment in companies.

Or

- (b) State the need for training. Distinguish between training and development.

7. (a) What are the points to be considered while drafting training materials?

Or

- (b) Discuss the process of training.

8. (a) Critically analyse Kirk Patrick's Model for evaluating the effectiveness of training.

Or

- (b) Describe various non-classroom delivery training methods.

9. (a) What is meant by pedagogy? Explain various models of pedagogy.

Or

- (b) What are the various computer-based training aids? What advantages do they offer over other training aids?

10. (a) How would you design an effective career development system for junior executives in a service organisation?

Or

- (b) What are the special issues involved in career development?

Part C

(1 × 10 = 10)

Case Study: Compulsory.

11. Your manager says, "I don't understand how job experiences can help employees development. Employees should be placed in jobs where they have the knowledge, skills and abilities needed to perform the job, not in jobs where they don't."

Questions:

- (a) Explain to you manager how does development occurs as a result of job experiences?
 - (b) What are the types of job experiences that can be used for development?
-

R-3483

Sub. Code

641444

M.B.A.(G) DEGREE EXAMINATION, APRIL 2019

Fourth Semester

LABOUR LEGISLATIONS

(CBCS – 2012 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. Define the Following:
 - (a) “Certificate of Fitness”
 - (b) “Workman”
2. List out the norms for fixing minimum wages.
3. Write a short note on Rate of Gratuity.
4. What is meant by a Public Utility Company as per Industrial Disputes Act, 1947?
5. What are the documents that have to be examined by the authorized supervisor under Contract Labour (Regulation and Abolition) Act 1976.

Part B

(5 × 10 = 50)

Answer **all** questions, Choosing either (a) or (b).

6. (a) Explain the General duties of the Occupier and Safety Inspector as per Factories Act 1948.

Or

- (b) How the obligations under Workmens Compensation Act, 1923 can be explained?

7. (a) List out the responsibilities under Payment of wages act. Write about the right of Employees in the same act.

Or

- (b) Detail on “Calculation for working days in an accounting year” along with Bonus calculation steps.

8. (a) Describe about the benefits under the scheme of Employees State Insurance Act 1948.

Or

- (b) List out the duties of the Employer and under Employees Provident Fund and Miscellaneous Provisions Act, 1952.

9. (a) Explain the benefits of Shops and Establishment Act, 1947.

Or

- (b) Write short notes on
(i) Authorities
(ii) Reference of dispute
(iii) Voluntary reference of Disputes under Industrial Disputes Act 1947.

10. (a) Discuss the benefits of Maternity Benefits Act.

Or

- (b) State the salient features of Equal Remuneration Act 1976.

Part C

(1 × 10 = 10)

Compulsory

11. A worker in the construction activity of Metros meets with an accident and severe injury due to improper precautionary alerts by the management at the construction site. Which law will act on behalf of the worker? Discuss about the law.

R-3485

Sub. Code

**641206/ 622206/
643205/ 632206**

**M.B.A. (G)/CS/LM/B & I DEGREE EXAMINATION,
APRIL 2019**

Second Semester

**General/Corporate Secretaryship/
Logistics Management/ Banking and Insurance**

FINANCIAL MANAGEMENT

(CBCS – 2012 onwards)

(Common for MBA (G)/MBA (CS)/MBA (LM)/MBA (B & I))

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Describe the role of finance manager.
2. What do you mean by Working Capital?
3. Define Cost of capital.
4. What is Capital Investment?
5. Write a short note on diversification.

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

6. (a) Write an essay on Risk and Return trade off.

Or

- (b) Explain the need to know about Discounting and Compounding.

7. (a) Explain the sources of Working capital.

Or

- (b) Explain the advantages and disadvantages of equity share capital, preference share capital, and debentures.

8. (a) Explain the types and significance of leverage.

Or

- (b) How to calculate Cost of Capital for

(i) Equity Share

(ii) Debt

(iii) Retained earnings.

9. (a) What do you understand by adjusted NPV? Explain the adjusted NPV for Global projects.

Or

- (b) Explain the applicability of different evaluation techniques for capital investment proposal.

10. (a) Explain MM theory.

Or

(b) Explain the factors affecting dividend decision.

Part C (1 × 10 = 10)

Compulsory.

11. Write an essay on Capital structure planning.

R-3486**Sub. Code****641702/643207**

**M.B.A. (G)/LM DEGREE EXAMINATION,
APRIL 2019**

Second Semester

General/Logistics Management

QUANTITATIVE METHODS

(Common for M.B.A./M.B.A. (LM))

(CBCS – 2012 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. What is 'sensitivity analysis'?
2. What do you mean by proportion of success?
3. What is Monte-Carlo method of simulation?
4. What is Laplace criterion?
5. What is 'Conditional Profit'?

Part B (5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Let X_1, X_2 be the number of batches containing 100 hard cover and paper back books respectively. Then the LP problem can be formulated as follows :

$$\text{Minimize } Z = 600X_1 + 500X_2$$

Subject to the constraints :

$$2X_1 + X_2 \geq 80$$

$$X_1 + 2X_2 \geq 60$$

$$X_1, X_2 \geq 0.$$

Solve the L.P.P. using graphical method.

Or

- (b) A dietician wishes to mix two types of food in such a way that the Vitamin contents of the mixture contains at least 8 units of Vitamin A and 10 units of Vitamin B. Food I contains 2 units per kg of Vitamin A and 1 unit per kg of Vitamin B while the food II contains 1 unit per kg of Vitamin A and 2 units per kg of Vitamin B. It costs Rs. 5 per kg to purchase food I and Rs. 8 per kg to purchase food II. Prepare a mathematical model of the problem stated above.
7. (a) Explain with examples the concepts of independent and mutually exclusive events in probability.

Or

- (b) What is Binomial Distribution? What are the uses of it?

8. (a) State the assumptions of M/M/1 Queuing model.

Or

(b) Suppose a bakery keeps record of the sale of a number of cakes of a certain type. Information relating to 200 days sales is :

Demand

(no of cakes) : 5 6 7 8 9 10 11 12 Total

No. of days : 4 10 16 50 62 38 12 8 200

Simulate for the demand for the next 10 days and find the average demand per day. Use the following random numbers for simulation : 61, 74, 24, 03, 59, 16, 84, 92, 52 and 07.

9. (a) You are given the following pay-off table.

	States of Nature			
Alternative	S ₁	S ₂	S ₃	S ₄
A ₁	1	3	8	5
A ₂	2	5	4	7
A ₃	4	6	6	3
A ₄	6	8	3	5

Decide the best course of action according to (i) Maximax criterion, (ii) Maximin criterion, and (iii) Minimax regret criterion.

Or

(b) Explain the Decision Tree Approach.

10. (a) Explain the relationship between costs and level of activity.

Or

- (b) What are the assumptions made in breakeven analysis? What are its applications?

Part C (1 × 10 = 10)

Compulsory.

11. Find the basic feasible solution of the following transportation problem by north-west corner rule. Also find the optimum transportation plan.

	1	2	3	4	5	Available
A	4	3	1	2	6	80
B	5	2	3	4	5	60
C	3	5	6	3	2	40
D	2	4	4	5	3	20
Required	60	60	30	40	10	200

R-3487

Sub. Code

641315

M.B.A.(G) DEGREE EXAMINATION, APRIL 2019

Third Semester

STRATEGIC FINANCIAL MANAGEMENT

(CBCS - 2016 onwards)

Time : Three Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks

1. What is meant by 'Financial Management' ?
2. What is Risk-Return Trade off?
3. Write a short note on ROI & ROE Analysis.
4. Explain briefly Sensitivity analysis.
5. What are the drawbacks of BCG approach?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) What are the various approaches to manage working capital?

Or

(b) Timely and accurate cash forecasting can contribute to the overall objective of the firm. In situations where the cash balances fluctuate randomly, one can apply control theory to the problem. The Miller-Orr model is a stochastic model that is used to determine optimal behavior when the uncertainty of cash payments is large. Discuss

7. (a) What are the various financing options that are followed in finding a good capital structure?

Or

(b) List out the key factors governing the appropriate capital structure decisions.

8. (a) Corporate financial models are formal representations of a company's operations and processes in financial terms. What are the major steps in the process of using a model to arrive at the optimal decision?

Or

(b) "Risk Analysis of capital investments is one of the most complex, controversial and slippery areas in finance" – Comment.

9. (a) In the context of the present business environment, risk management has become a critical activity for most of the firms. In the light of the above, discuss the different approaches to managing risks.

Or

(b) The capital structure of a firm should be designed with the aim of maximizing the market valuation of the firm in the long run. In this context, you are required to discuss the strategic determinants of capital structure.

10. (a) Adopting a value based mindset and finding the value drivers gets you only halfway home. Managers must also establish processes that bring this mindset to life in the daily activities of the company. What according to the McKinsey model are the management processes that collectively govern the adoption of VBM?

Or

- (b) An important part of Value Based Management (VBM) is a deep understanding of the performance variable that will actually create the value of the business-the key value drivers. What according to the Marakon model are the financial and strategic force that effect the value of a firm?

Part C (1 × 10 = 10)

Compulsory

11. Read the following case and answer the questions.

Nega Ltd. has currently an equity capital structure consisting of 20,000 equity shares of Rs.100 each. Now it is planning to raise another Rs.30,00,000 to finance a major expansion programme and is considering three alternative methods of financing

- (a) To issue 30,000 equity shares of Rs.100 each.
 (b) To issue 30,000, 12% debenture of Rs.100 each.
 (c) To issue 30,000, 8% preference shares of Rs.100 each.

Company expects its earnings before interest and taxes as Rs.10,00,000. Assume that the corporate taxes shall be at 40%.

Determine EPS in each alternative and comment which alternative is the best and why?

R-3488

Sub. Code

641321

**M.B.A.(GENERAL) DEGREE EXAMINATION,
APRIL 2019**

Third Semester

CONSUMER BEHAVIOUR

(CBCS - 2016 onwards)

Time : Three Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **ALL** questions.

1. Define segmentation.
2. What is perception?
3. Define social class.
4. Who is a Family group?
5. Write down the steps in consumer purchase decision process.

Part B

(5 × 10 = 50)

Answer **ALL** questions, choosing either (a) or (b).

6. (a) Discuss the various factors influencing consumer buying

Or

- (b) What are the roles of marketing in consumer behaviour? Explain

7. (a) What are the components of attitude? Explain the factors influencing attitude formation.

Or

- (b) What do you mean by motivation? How is it relevant to consumer behaviour?

8. (a) Describe the influence of reference group on consumer behaviour.

Or

- (b) Discuss the consumer buying behaviour changes because of personal influence and opinion of leadership.

9. (a) How do culture, sub-culture and cross culture consumer behaviour?

Or

- (b) What are the needs for consumerism? Explain the consumer rights and marketers responsibilities.

10. (a) Explain the need to analyse about consumer behaviour for new product purchase from a marketer's perspective.

Or

- (b) Describe the consumer decision making process. What are the challenges encountered by marketer and consumer?

Part C (1 × 10 = 10)

Compulsory

11. Stock Demand at Turkish Shoemaker Baydan Ayakkabıcılık San. & Tic.

In December 2008, a Turkish shoemaker, Baydan Ayakkabıcılık San. & Tic (BAS&T) was hit with stock demand for one of its shoe models, which the shoemaker claimed was the same as the one thrown at US president George W. Bush by an Iraqi reporter. Orders for the shoe model were pouring in not only from countries in the Middle East, but also from countries such as the UK and the US. While there was no way of ascertaining whether the shoes used in the attack were indeed made by BAS&T, with shoemakers from countries such as Iraq, Lebanon, Syria, and China making conflicting claims, the Turkish shoe maker was gearing up to promote the shoe model more aggressively. On December 14, 2008, an Iraqi television reporter Muntader al-Zaidi (Zaidi) threw a pair of shoes at outgoing US President George W. Bush (Bush) on his farewell visit to Iraq, protesting the deaths of thousands of Iraqis who died after US-led invasion...

Questions:

- (a) What, according to you, can explain the sudden demand for shoes at Baydan Ayakkabıcılık San. & Tic?
- (b) Can such demand be sustained? What should the company do to sustain the demand? Give reasons for your answer?

R-3489

Sub. Code

641322

M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Third Semester

MARKETING COMMUNICATIONS

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Explain the significance of Marketing Communication.
2. What is layout decision in advertising?
3. State the benefits of media planning.
4. What is the role of ad agencies in promoting a product?
5. What is Public relations?

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

All questions carry equal marks.

6. (a) Explain the different types of advertising.

Or

- (b) Trace the history of advertising in brief.

7. (a) Explain the steps in developing an ad copy.

Or

- (b) How do you choose messages for different media?

8. (a) Discuss the Social and Economic aspects of advertising.

Or

- (b) How do you measure effectiveness of an ad before releasing in to print media?

9. (a) Elaborately explain the development of a media plan.

Or

- (b) Explain the different methods of deciding budget for ads.

10. (a) Explain the kind of Pop material, a company can use to promote a product like tooth paste.

Or

- (b) How do you create Publicity for an industrial product?

Part C (1 × 10 = 10)
(Compulsory)

11. Case study.

CASE :: Porsche cars :: A journey from luxury cars to a car for common man.

On March 24, 2011 Porsche launched an integrated marketing campaign with the goal of changing consumer perceptions about its products. The car maker working with their ad agency, Cramer-Krasselt, rolled out a campaign that included direct mail, mobile marketing, online advertisements and TV elements. Porsche conducted research in the year 2010 that revealed some interesting consumer behavior. They found that consumers viewed its cars as impractical purchases for everyday use. The new campaign is targeting luxury auto consumers and a “subset of auto enthusiasts”, he said.

Porsche felt that the consumer’s perception of the car was almost that every 911 [model] was like a GT3, like it was almost like a race car instead of a car that could be driven every day. The automaker saw that as an opportunity to correct the misperception. All campaign elements directed consumers to a dedicated website featuring company and consumer generated content, including videos, photos and testimonials from customers about the everyday use of their cars. Consumers can share the content through social networks.

Porsche launched the initiative with TV commercials in select markets, such as New York, Miami and Los Angeles, during the NCAA Men’s Basketball Division I Championship tournament. The company I launched other campaign elements, including direct mail brochures, print advertisements, a mobile-optimized website and a short-film contest too. The winning video submission was aired in movie theaters prior to the trailers. Porsche also distributed direct mail pieces to consumers outside the company’s customer base to make sure that they can demonstrate this ‘everyday magic’ notion to some people who have not driven a Porsche in a very long time or have Porsche in their consideration set but haven’t pulled the trigger.

To submit content to the website, consumers are asked to provide their name, ZIP codes and e-mail addresses, and asked to opt-in to monthly e-mail newsletters from Porsche. Consumers can also submit their buying interest, such as when they might buy a new car, the budget for their next car, and what Porsche models they are interested in. Porsche relayed that data to their local dealers who can contact consumers regarding upcoming events in their areas, so that they can make sure that those consumers are engaged moving forward from the campaign. Thus, even a 100 year old carmaker can shift consumer perception with a purposeful marketing strategy and the right tools. Are you in synch with your customer's perception about your brand?

Questions:

Analyze the marketing communications strategy adopted by Porche and examine if it is possible to change to consumer's mind set and brand image about Porsche cars.

R-3490

Sub. Code

641325

M.B.A (G) DEGREE EXAMINATION, APRIL 2019

Third Semester

BUSINESS MARKETING

(CBCS - 2016 onwards)

Time : Three Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks

1. What are classifications of business customer?
2. Describe the Leasing process.
3. Describe the need for segmentation.
4. Differentiate the publicity and advertisement
5. Short note on
 - (a) channel width and
 - (b) professional selling

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks

6. (a) Define business marketing. Discuss the relative importance of all environmental forces affecting the marketing system of firm.

Or

(b) “The 21st Century is going to throw a lot of challenges and offer many opportunities to marketing managers of today” – Elucidate.

7. (a) What is organizational buying? Explain organizational buying process.

Or

(b) Explain the concept tendering? Elaborate the tendering process and procedures involved in business marketing.

8. (a) What is market research? Discuss the role of marketing research in strategic decision-making? Explain the limitations of marketing research.

Or

(b) Define industrial products. Describe the characteristics of the market of industrial goods? Does the industrial market merit special consideration or is it merely particular application of general marketing principles?

9. (a) Explain the Sales management Techniques used in Business Marketing.

Or

(b) What are the important factors which affect industrial pricing? Give a brief account of the important pricing methods and approaches.

10. (a) Define channel management. How to manage the channel conflict and strategy for resolving it.

Or

(b) Explain the trends in logistics in industrial marketing.

Part C

(1 × 10 = 10)

Compulsory

11. (a) Explain the nature and purpose for marketing information system. What are the difference between the marketing information system and marketing research?
- (b) You are a manufactures of toilet soap liquid. You would like to obtain marketing information. What type of information you may require if the sales have to be increased?
-

R-3491

Sub. Code

641332

M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Third Semester

INTEGRATED MATERIALS MANAGEMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. What is meant by integrated materials management?
2. What is safety stock?
3. What do you mean by the term 'vendor rating'?
4. Who is a Storekeeper?
5. What is Leasing?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Explain the concept of comprehensive computer system of management in materials.

Or

- (b) Discuss the significance of integrated materials management.

7. (a) Describe the differences between a fixed-Order quantity inventory system and fixed-time period inventory system.

Or

- (b) Meenu industry estimates that it will sell 12,000 units of its product for the forthcoming year. The ordering cost is Rs. 100 per order and the carrying cost per unit per year is 20% of the purchase price unit. The purchase price per unit is Rs. 50. Find (i) Economic order quantity, (ii) No. of orders per year and (iii) time between successive orders.

8. (a) How can the performance of purchasing department be evaluated and what are the criteria used?

Or

- (b) What are the ten commandments of buying capital equipments?

9. (a) Explain the stages of receiving procedure for incoming materials in a store.

Or

- (b) Describe the salient features of Kardex stores accounting.

10. (a) Describe the modalities of disposing off (i) dead stocks, (ii) surplus stock and (iii) scrap.

Or

- (b) Discuss the importance of modern material handling equipments. Why minimization of material handling is necessary?

Part C (1 × 10 = 10)

Compulsory.

11. Read the following case and answer the questions :

Renuka Thomas, president of Renuka Machines Manufacturing Corporation(RMMC), is concerned about company's choice of supplier for cleaning brushes, which are used in the company's data processing equipment. Renuka occasionally plays Tennis with Sheela George, president of George Machine Company(GMC), one of the company's suppliers of cleaning brushes.

Recently, Sheela complained to Renuka that her company has been having difficulty in getting traditional share of Renuka's brush business. On the last buy, Sheela's company failed to get any business, even though Sheela believed she was the low bidder. Renuka tells Sheela that normally she does not get into the details of procurement, but she promises to ask her purchasing manager Dannis Chako to investigate.

The next day morning Renuka calls Dannis Chako and tells him of Sheela's complaint. He said, he does not want to influence the company's procurement policies, but he does not feel that Renuka should investigate to make sure that Sheela's firm was treated fairly.

Purchasing Manager Dannis discovers that Sheela George Machine Company was indeed low bidder on the last buying. Quotation for an order of 20,000 units were as under :

Sheela George Machine Company : Rs. 2.22

Data Matics Electronic Company : Rs. 2.23

Royal Tools and Machine Company : Rs. 2.25

Royal and Data Matics got orders for 10,000 pieces. Royal has done considerable development work on brushes, while Sheela and Data Matics have done very little. The quality and delivery records of the three suppliers on the last ten orders for the brush are shown below. Renuka Machine's mfg. quality control development has set an acceptable quality level of 3 percent on the brush.

Supplier	Quantity ordered	Quantity defective	Delivery
Royal	4,000	122	One week early
Data Matics	4,000	92	One week late
Sheela	3,000	120	On time
Sheela	3,000	162	Two week late
Royal	4,000	39	On time
Data Matics	5,000	29	One week early
Sheela	2,000	88	1000 pieces on time, 1000 pieces four week late
Data Matics	6,000	98	Two weeks late
Royal	4,000	45	One week early
Sheela	5,000	162	One week late

Questions :

- Is Danni Chaco justified in eliminating Sheela Machine Company as a supplier of brushes?
- In what respect is the complaint from Sheela Machine Company justified?
- Prepare a report for Renuka Thomas explaining the decision to eliminate Sheela Machine Company as a supplier, use quantitative data as much as possible to support your answer.

R-3492

Sub. Code

641335

M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Third Semester

MODERN MANUFACTURING MANAGEMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. What do mean by the term 'robust design'?
2. What is REL chart?
3. What alt the objectives of PPC?
4. What is 'priority sequencing'?
5. What is the purpose of quality circles?

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

All questions carry equal marks.

6. (a) Discuss the tools of product design.

Or

- (b) Explain the determinants of technological design during process selection.

7. (a) A new plant is to be located which will supply raw materials to a set of existing plants in a group of companies. There are five existing plants which require material movement with new plant. The locations of the existing plants are (400, 200), (800, 500), (1100, 800), (200, 900) and (1300, 300). The material transported in tons per year from the new plant to various existing plants are 450, 1200, 300, 800 and 1500 respectively. Determine the optimum location for the new plant such that the distance moved is minimum.

Or

- (b) What are Line Balancing, its advantages and disadvantages? Enumerate the steps in solving Line Balancing problems.
8. (a) Royal Co Ltd., uses simple exponential smoothing with smoothing constant $\alpha = 0.2$ to forecast the demand. The forecast for the first week of March was 400 units and the actual demand turns out to be 450 units. (i) Estimate the demand for the second week of March, and (ii) If the actual demand for the second week of March is 460 units, forecast the demand upto April second week. Assume that the demand for subsequent weeks are 465, 434, 420, 498, 462, and 470 units.

Or

- (b) Discuss the decision options available in Aggregate planning.

9. (a) Consider the following 2 machines and 6 jobs flow shop scheduling problem. Obtain the optimal schedule and the corresponding make span.

Job	Machine 1	Machine 2
1	5	7
2	10	8
3	8	13
4	9	7
5	6	11
6	12	10

Or

- (b) Explain Forward Scheduling and Backward Scheduling in detail.
10. (a) Explain the approaches to six sigma.

Or

- (b) What is Kanban System? Describe the working of a Kanban system.

Part C (1 × 10 = 10)

Compulsory

11. Read the following case and answer the questions.

For companies further removed from the long-term satisfaction of customers, it's easier to let quality control slide. Yet there are plenty of ways in which growing manufactures can pursue both quality and sales volumes simultaneously. Artisan instrument makers the Santa Cruz Guitar Co. (SCGC) prove a salient example. Although the California-based company is still a small-scale manufacturing operation, SCGC has grown in recent years from a basement operation to a serious business.

Owner Dan Roberts now employs 14 expert craftsmen, who create over 800 custom guitars each year. In order to ensure the continued quality of his instruments, Roberts has created an environment that improves with each sale. To keep things efficient (as TQM must), the shop floor is divided into six workstations in which guitars are partially assembled and then moved to the next station. Each bench is manned by a senior craftsman, and no guitar leaves that builder's station until he is 100 percent happy with its quality. This product quality is akin to a traditional assembly line; however, unlike a traditional, top-to-bottom factory. Roberts is intimately involved in all phases of instrument utilizing this doting method of quality management, it's difficult to see how customers wouldn't be satisfied with the artists work. Yet even if there were issues, Roberts and other senior management also spend much of their days personally answering web queries about the instruments. According to the managers, customers tend to be pleasantly surprised to find the company's senior leaden are the ones answering their technical questions and concerns. While Roberts has no intentions of taking his manufacturing company to industrial heights, the quality of his instruments and high levels of customer satisfaction speak for themselves; the company currently boasts one lengthy backlog of orders.

Questions :

- (a) Given the facts of the case, how do you think the company caters to the TQM framework? Discuss.
- (b) What would be the challenges in case the company decides to scale up the operations?

R-3493

Sub. Code

641341

M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Third Semester

ORGANISATIONAL CULTURE AND DEVELOPMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What does it mean by the culture of a company?
2. What is organizational development in human resource management?
3. What is an action research project?
4. What are the team building skills?
5. What is change management in an organization?

Part B

(5 × 10 = 50)

Answer **all** questions choosing either (a) or (b).

6. (a) Discuss the impact of organizational culture on organizational performance.

Or

- (b) What role does organizational culture play in an organization? Also explain the functions of organizational culture.

7. (a) Describe the operational components of OD.

Or

(b) Describe the diagnostic components of Organizational Development.

8. (a) Discuss the characteristics and types of action research.

Or

(b) Describe the Action Research model of Organizational Development.

9. (a) Discuss the structural intervention strategy in detail.

Or

(b) Briefly describe about process intervention in Organizational Development.

10. (a) Describe the strategies for managing organizational change.

Or

(b) How to overcome resistance to change also explain the types of resistance to change in organizations?

Part C (1 × 10 = 10)

(Compulsory)

11. *SAIL – India's Steel Giant*

SAIL was the world's 10th largest and India's largest steel manufacturer with a 33% share in the domestic market. In the financial year 1999-2000, the company generated revenues of Rs. 162.50 bn and incurred a net loss of Rs. 17.2 bn. Yet, as on February 23, 2001, SAIL had a market valuation of just Rs. 34.07 bn, a meager amount considering the fact that the company owned four integrated and two special steel plants.

SAIL was formed in 1973 as a holding company of the government owned steel and associated input companies. In 1978, the subsidiary companies including Durgapur Mishra Ispat Ltd, Bokaro Steels Ltd., Hindustan Steel Works Ltd, Salem Steel Ltd. SAIL International Ltd were all dissolved and merged with SAIL. In 1979, the Government transferred to it the ownership of Indian Iron and Steel Company Ltd. (IISCO) which became a wholly owned subsidiary of SAIL. SAIL operated four integrated steel plants, located at Durgapur (WB), Bhilai (MP), Rourkela (Orissa) and Bokaro (Bihar). The company also operated two alloy/special steel plants located at Durgapur (WB) and Salem (Tamil Nadu). The Durgapur and Bhilai plants were pre-dominantly long products-plants, whereas the Rourkela and Bokaro plants had facilities for manufacturing flat products.

The major worry for SAIL's CEO Arvind Pande was the company's 160,000-strong workforce. Manpower costs alone accounted for 16.69% of the company's gross sales in 1999-2000. This was very high, compared with other steel producers such as Essar Steel (1.47%) and Ispat Industries (1.34%). An analysis of manpower costs as a percentage of the turnover for various units of SAIL showed that its raw materials division (RMD), central marketing organisation (CMO), Research and Development Centre at Ranchi and the SAIL corporate office in Delhi were the weak spots. There was considerable excess manpower in the non-plant departments. Around 30% of SAILs manpower, including executives, were in the non-plant departments, merely adding to the superfluous paperwork.

Hindustan Steel, SAIL's predecessor, was modelled on government offices, with thousands of "babus" and messengers adding to the glory of feudal-oriented departmental heads. SAIL had yet to make any visible effort to reduce surplus manpower. A senior official at SAIL remarked: "If you walk into any SAIL office anywhere, you will find people chatting, reading novels,

knitting and so on. Thousands of them just do not have any work. This area has not even been considered as a focus area for the present VRS, possibly because all orders emanate from and through such superfluous offices and no one wants to think of himself as surplus.” With a manpower of around 60,000 in these offices and non-plant departments like schools, township activities etc, SAIL could well bring down its employee strength to less than 10,000.

Question :

- (a) Write your suggestions about the statements of senior official at SAIL.
- (b) Give your ideas to use the knowledge power of employees in SAIL.

R-3494

Sub. Code

641342

M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Third Semester

STRATEGIC HUMAN RESOURCE MANAGEMENT

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Write note on SHRM.
2. Describe the strategic human resource processes.
3. Discuss the factors influencing the strategy formulation.
4. Explain about downsizing.
5. Write note on the performance management.

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Define strategic human resource management. What are the main points of difference between SHRM and human resource strategies?

Or

- (b) Describe the Indian perspective on SHRM. How it is different from the western view of SHRM?

7. (a) Why is it important for the HR manager to be strategic business partner? What other roles are HR manager expected to play in the knowledge economy?

Or

- (b) Explain about the method of strategic selection.

8. (a) Explain the economic behavioural theories of compensation.

Or

- (b) What are the implications of compensation on employee turnover?

9. (a) Differentiate the universal practices with contingency perspectives of HR.

Or

- (b) Why is training a critical strategic issue for organization? What purposes are served by training and development programmes.

10. (a) What are the characteristics of an effective performance management system? What major problems are inherent in most performance management systems?

Or

- (b) What is IHRM? Analyse the reasons for the rise in the importance of IHRM.

Part C (1 × 10 = 10)

Case Study

Compulsory

11. PARITY – IS IT FAIR OR UNFAIR.

Mr. C. S. Sharma joined in 1970 in Indian institute of Technology a premier educational institution in the country importing higher level education in technology. His job demands higher level and latest knowledge, higher-level teaching skill, and other skills in introducing and practicing different teaching methods and bringing coordination between the institute and industry. The institute implemented the pay scales in 1976 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 1974 as the university grants commission did not recommended any weightages for the teachers who put up less than five year's experience. Mr. Shastry was quite unhappy over parity of salary of the teachers of the institute with those of university teachers and college teachers on the one hand and equalizing his pay with junior Mr. Singh on the other hand.

The institute again revised the pay scales of the teachers in 1987 based on the pay scales recommended by the university grants commission in 1986. 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. 3,700, which was equal to the pay of Mr. Singh, Mr. Kulkarni who joined the institute in 1984 and Mr. Prasad who joined the institute in 1986.

Mr. Sharma rushed to the chambers of the Director of the Indian institute of Technology on 20th July, 1988 and told him he was quitting the job in the instituted and he was going to join Government Degree College, 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?
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R-3495

Sub. Code

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M.B.A. (G) DEGREE EXAMINATION, APRIL 2019

Third Semester

INDUSTRIAL RELATIONS

(CBCS – 2016 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. What is the need for industrial relations?
2. What do you understand from the term 'union recognition'?
3. What do you mean by 'workers participation' in industry?
4. What are bipartite bodies?
5. What is upward communication?

Part B

(5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

All questions carry equal marks.

6. (a) Social justice is an objective of peace in industry. Explain.

Or

- (b) What are the causes for poor industrial relations? Suggest any two measures to improve the same.

7. (a) What are the reasons for inter-union rivalry? What are the evil effects of this problem?

Or

- (b) Describe the basic code of labour practice as per ICFTU.

8. (a) Discuss the role of Trade Unions in promoting the labour welfare in India.

Or

- (b) Critically evaluate the existing statutory machinery available for resolving industrial disputes.

9. (a) Describe the requirements of an effective collective bargaining.

Or

- (b) What is code of conduct and its importance? What is code of discipline and its features?

10. (a) Worker's education will enhance positive progression of union – Discuss.

Or

- (b) What are the different types of employee counseling? What is its importance?

Part C (1 × 10 = 10)

(Compulsory)

11. Read the following case and answer the questions.

V.J. Textiles is a having a workforce of more than 1200 employees. To maintain good human relations in the plant, it has extended all possible facilities to the employees. The Industrial Relations Department is

headed by the Industrial Relations Manager. The employees are represented by five trade unions - A, B, C, D and E (unions are alphabetically presented based on membership) - out of which the top three unions are recognized by the management for purposes of negotiations. All the unions have maintained good relations with the management individually and collectively.

For the past ten years, the company has been distributing bonus to the workers at rates more than the statutory minimum prescribed under the Bonus Act. Last year, the management had a series of discussions with all recognized unions and announced a bonus, which was agreed upon by all the recognized unions. The very next day when the management prepared the settlement and presented it before the union representatives. Unions A and C signed the same, the leader of Union B refused to do so and walked out, stating that the rate of bonus declared was not sufficient. The next day, Union B issued a strike notice to the management asking for higher bonus. The management tried its level best to avoid the unpleasant situation, but in vain. As a result, the members of Union B went on strike. They were joined by the members of Union D.

During the strike, the management probed the reason for the deviant behaviour of Union B leader. It was found that leader of Union A "soon after the first meeting, had stated in the presence of a group of workers." It is because of me that the management has agreed to declare this much amount of bonus to the employees; Union B has miserably failed in its talks with the management for want of initiative and involvement". This observation some-how reached the leader of Union B as a result of which he felt insulted. Soon after identifying the reason for Union B's strike call, the Industrial Relations

Manager brought about a compromise between the leaders of Unions A and B. Immediately after this meeting, the strikers (members of Unions B and D) resumed work and the settlement was signed for the same rate of bonus as was originally agreed upon.

Questions :

- (a) Was the leader of Union A justified in making remarks which made the leader of Union B feel offended?
- (b) What should be the management's long-term strategy for avoiding recurrence of inter-union differences on such issues?
- (c) If you were the Industrial Relations Manager what would you have done had the Union B resorted to strike for a reason other than that mentioned in the case?

R-3502**Sub. Code****622102/****632102/****641102/****643102/****652102**

**M.B.A. (G)/ (B & I/G/LM/I & B) DEGREE EXAMINATION,
APRIL 2019**

First Semester

**Corporate Secretaryship/Banking and Insurance/
General/Logistics Management/International Business**

BUSINESS ENVIRONMENT

**(Common for M.B.A. (CS)/M.B.A. (B & I)/ M.B.A. (G)/
M.B.A. (LM)/ M.B.A. (IB)**

(CBCS – 2012 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

All questions carry equal marks.

1. Describe PESTLE.
2. How political maturity affects business growth?
3. Narrate the role of Banks.
4. Write a short note on Clean Technology.
5. Describe the Law on patents.

Part B (5 × 10 = 50)

Answer **all** questions, choosing either (a) or (b).

6. (a) Explain LPG and its impact on Indian Business.
Or
(b) Write an essay on need for understanding Business Environment.
7. (a) Explain the impact of Industrial Policies and business development.
Or
(b) Explain the role of regulating authorities on business development.
8. (a) Explain the importance of foreign collaboration.
Or
(b) Write an essay on EXIM policy.
9. (a) Explain the cultural factors that affects business.
Or
(b) Explain the role of Technology in business development.
10. (a) Explain the legal issues to be addressed while inception state of the business.
Or
(b) Write an essay on legal aspects of consumer protection.

Part C (1 × 10 = 10)

Compulsory

11. “Carbon foot print – A new measure of development of a country” – Discuss.