

R6842

Sub. Code

641201

M.B.A. (General) DEGREE EXAMINATION, APRIL 2022

Second Semester

Management

BUSINESS RESEARCH METHODS

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is prescriptive research?
2. Define non-sampling error.
3. What is pilot study?
4. Find quartile deviation from the following:
39, 23, 42, 50, 60, 68, 81, 82, 70
5. What are the assumptions of sign test?

Part B

(5 × 10 = 50)

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

6. (a) How would you define business research? What are the major components of a good research study?

Or

- (b) What is research hypothesis? Do all researches require hypothesis formulation? Explain.

7. (a) Define Research Design. What are the significant elements of a research design?

Or

- (b) What is the significance of sample selection in research? Explain the different methods of sampling.

8. (a) What are the syndicated data sources in secondary data? What are the various types of sources available in secondary data sources?

Or

- (b) Define interview method. What are the advancements that have been made in this method? How has technology helped in the conduction of interview?

9. (a) What are the Non-parametric tests? How are the different from parametric test?

Or

- (b) Compute correlation co-efficient from the following data:

X 10 12 15 18 25 30 32 30 40 45

Y 22 20 30 32 42 40 45 39 43 48

10. (a) Find X on Y and Y on X from the following data:

X 44 45 40 39 38 50 52 54 56 50

Y 22 26 28 20 24 26 30 32 34 36

Or

- (b) What are the guidelines for effectively presenting the research results through oral presentation? How can researcher make his presentation more effective?

Part C

(1 × 10 = 10)

Case Study – Compulsory

11. You are research executive with a university offering a number of postgraduate courses like M.B.A., M.C.A., and M.Com. Though any kind of educational qualification enhances one's personality, still you believe that the two-year MBA programme offered by the university has a slow and steady impact on the personality development (especially in terms of introversion / extroversion) of the students.
- (a) What is the recommended research design? Justify your selection.
- (b) What would be the variables, hypothesis and the population under study?
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R6843

Sub. Code

641202

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Second Semester

Management

LEGAL ASPECTS OF BUSINESS

(CBCS – 2019 onwards)

Time : Three Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. Define quasi contract.
2. What is meant by contract of indemnity?
3. Define warranties.
4. Write a short note on carriages in business law.
5. What is meant by memorandum of association?

Part B

(5 × 10 = 50)

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

6. (a) Explain the essential elements of Indian Contract Act 1872.

Or

- (b) Describe the different ways in which a contract may be discharged.

7. (a) Define agent. How the agency is terminated? - Explain.

Or

- (b) Define Bailment. List out the right and duties of Bailor and Bailee - Explain.
8. (a) Discuss the doctrine of Caveat Emptor. Is there any exception to its state in brief if any?

Or

- (b) Define customer protection act and explain the procedure for redressal of complaints under customer protection act 1986.
9. (a) Describe the various types of laws on carriage of Goods.

Or

- (b) Give an overview about the carriage by air act 1972.
10. (a) Explain the power, duties and liabilities of director under companies act 2013.

Or

- (b) Describe the provisions in the companies act regarding appointment of director.

Part C

(1 × 10 = 10)

Compulsory questions.

11. Explain the customer protection act role in maintaining consumerism in India.

R6844

Sub. Code

641203

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Second Semester

Management

MARKETING MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is event marketing? List out any three advantages.
2. Explain the essence of marketing.
3. What is service marketing?
4. Define sales promotion.
5. What is Segmentation?

Part B

(5 × 10 = 50)

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

6. (a) What is marketing environment? Explain the internal and external environment.

Or

- (b) Explain the buyer behaviour model and influencing factor of buyer behaviour.

7. (a) What is marketing research? Explain the various steps in research process.

Or

- (b) Discuss briefly the problems of introducing new products.

8. (a) Explain the stages of Product Life Cycle and strategies to adapt at every stage.

Or

- (b) What is marketing strategy? Explain the key drivers of marketing strategies.

9. (a) Define pricing and briefly discuss the various methods of pricing.

Or

- (b) Enumerate the important advertising media and pointed out their relative role and advantages.

10. (a) Expound the role of middlemen in distribution function.

Or

- (b) Discuss recent trends in the online market.

Part C (1 × 10 = 10)

Compulsory question

11. Assume that you are a consultant in marketing. Deodorants and roll-on product segmented for teenagers are to be launched through online marketing.

- (a) Suggest an online website marketing strategy.
(b) How the decision of celebrity and costing can decide?

R6845

Sub. Code

641204

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Second Semester

Management

HUMAN RESOURCE MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. List out the objectives of human resource management.
2. State the need for job specification.
3. Write a note on induction.
4. Highlight the importance of HR Auditing.
5. Narrate the need for talent management.

Part B

(5 × 10 = 50)

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

6. (a) Discuss the role and structure of human resource function in organizations.

Or

- (b) Describe in detail about the present day challenges of HRM.

7. (a) Elaborate the various methods of recruitment.

Or

(b) What is job analysis? How is it related to job description and job specification?

8. (a) Differentiate between training and development.

Or

(b) What do you mean by placement? Explain the contents for making induction process a success.

9. (a) Describe the various components of employee compensation.

Or

(b) Define fringe benefits. Bring out their importance.

10. (a) Explain the importance of workers participation in management.

Or

(b) Define grievance. Identify and analyze the various causes of grievances in Indian industries.

Part C

(1 × 10 = 10)

Compulsory

11. Mr. Sharma has a small business set up employing 100 workers. Now he is planning to further expand his workforce. He discusses the situation with the new human resource manager of the organisation. He expresses his interest to have a mix of old people who have a better understanding of the running processes and new joiner who are more tech savvy and hold professional degrees.

Assuming that you are a human resource manager, what would you suggest Mr. Sharma so that he is able to manage his human resource efficiently?

R6846

Sub. Code

641205

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Second Semester

Management

PRODUCTION AND OPERATIONS MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is operations management?
2. What do you mean by capacity planning?
3. What is process planning and process design?
4. Why is layout planning important?
5. What are the objectives of materials requirements planning?

Part B

(5 × 10 = 50)

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

6. (a) What are the different types of manufacturing systems? Explain.

Or

- (b) Explain assembly line production with example.

7. (a) Why the facility planning is important in production and operation management? Explain.

Or

- (b) Explain various capacity management strategies in detail.

8. (a) Explain the types of work study in production management.

Or

- (b) What is job design and why is it important also explain its approaches?

9. (a) Explain REL chart.

Or

- (b) What is forecasting? Explain its methods.

10. (a) What is PERT explain its techniques?

Or

- (b) Explain the advantages of critical path method.

Part C

(1 × 10 = 10)

Compulsory.

11. Andrea Illy is CEO of the global premium coffee company that bears his family's name. As one might expect, he is passionate about coffee - its science, its health benefits, its taste, its beauty. Illy also has a dream that someday soon the coffee market might be transformed into something approaching the market for wine. Where connoisseurs discuss the fine points of various origin coffees and blends, where customers are willing to pay a premium for the finest examples of the coffee-making art, and where the growers, roasters and baristas will be compensated fairly for the expertise they contribute to every cup.

Unfortunately, the current coffee market differs from such an ideal. Coffee growers in most parts of the globe work at a barely subsistence level. One bad harvest (made all the more likely by the ravages of climate change) or a sudden decline in the commodity price of coffee can drop them below subsistence to hunger. Even in good times, growers have little incentive to improve their operation - they have minor contact with the roasters or customers and no knowledge of how their crops get translated into the cup. This disadvantages not only the grower but also the consumer - coffee sourced from good quality beans is hard to find.

Question :

How do you plan about future development of the above coffee company also give operations management inputs to enhance the production and quality of the coffee company.

R6847

Sub. Code

641206

**M.B.A. (General) DEGREE EXAMINATION,
APRIL – 2022**

Second Semester

Management

FINANCIAL MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. Write a short note on methods of risk management.
2. Explain the relationship between leverage and cost of capital.
3. Define capital structure theories.
4. What is financing?
5. Describe the goals of financial management.

Part B

(5 × 10 = 50)

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

6. (a) Briefly explain the importance and scope of financial management.

Or

- (b) The possible outcomes of two securities under different economic conditions are given below.

Economic Condition	Probability	Return %	
		Security X	Security Y
A	0.1	-10	16
B	0.2	12	-5
C	0.4	9	7
D	0.2	7	18
E	0.1	-4	20

- (i) Calculate the expected return on individual securities.
- (ii) Calculate the expected return on a portfolio of X and Y
- (1) If the proportion of X and Y is 50 : 50
- (2) If the proportion of X and Y is 20: 80
7. (a) Explain the two approaches which are adopted for valuation of equity shares with appropriate examples.

Or

- (b) You are required to calculate operating and financial leverages under following two situations — Situation B and Situation D. Sales 750 units with selling price of Rs. 18, variable cost Rs. 16. Fixed Cost — Situation B — 600, Situation D — 1,000. 3,000 debt, interest at 10%.
8. (a) What are the guidelines issued by the Government of India to govern the issue of bonus shared by the companies?

Or

(b) Bajaj Ltd. has 1,20,000 shares outstanding and selling at Rs. 20 each in the market. The company hopes to make a net income of Rs. 3,50,000 during the year ended 31st March, 2009. The company is considering to pay a dividend of Rs. 2 per share at the end of the current year. The capitalization rate for class of this company has been estimated to be 15% using MM Dividend Valuation Model.

(i) What will be the price of a share at the end of the year:

(1) if dividend is paid and (2) if dividend is paid and not paid?

(ii) How many new shares must the company issue if the dividend is paid and the company needs Rs.7,40,000 for an approved investment expenditure during the year?

9. (a) Explain the concept of operating leverage and financial leverage.

Or

(b) Emphasizing the significance of dividend policy.

10. (a) Give a brief outline of the SEBI guidelines on right issue.

Or

(b) Illuminate contemporary financial management issues.

Part C

(1 × 10 = 10)

(Compulsory Question)

11. An enterprise can make either of two investments at the beginning of 2008. Assuming required rate of return of 10% p.a. Evaluate the investment proposal as under:
- (a) Payback Period
 - (b) Net Present Value
 - (c) Discounted payback period
 - (d) Profitability Index
 - (e) Internal Rate of Return

The forecast particulars are given below:

Particulars	Proposal A	Proposal B
Cost of the investment	Rs. 20,000	Rs. 28,000
Life	4 Years	5 Years
Scrap Value	Nil	Nil
Net income (After Depreciation and Tax)		
2008	500	Nil
2009	2,000	3,400
2010	3,500	3,400
2011	2,500	3,400
2012	—	3,400

It is estimated that each of the alternative projects will require an additional net working capital of Rs.2,000 which will be received back in full after the expiry of each of the project life. Depreciation is provided under straight line method. The Present Value of Re. 1 to be received at the end of each year, at 10% p.a and 14% p.a is given below:

Years	1	2	3	4	5
PV at 10%	0.91	0.83	0.75	0.68	0.62
PV at 14%	0.88	0.77	0.67	0.59	0.52

R6848

Sub. Code

641702

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Second Semester

Management

QUANTITATIVE METHODS

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is linear programming and why is it important?
2. Define probability.
3. What is the use of simulation?
4. What is the use of pay off matrix?
5. What is multiple correlation?

Part B

(5 × 10 = 50)

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

6. (a) Solve the following L.P.P.

$$\text{Maximize } z = x_1 + x_2$$

Subject to the constraints

$$x_1 + x_2 \leq 1,$$

$$-3x_1 + x_2 \geq 3;$$

$$x_1 \geq 0, x_2 \geq 0$$

Or

- (b) Explain Vogel's approximation method.

7. (a) A bag contains 4 white and 6 black balls. Two balls are drawn at random. What is the probability that (a) both are white (b) both are black.

Or

- (b) Describe about Normal distribution.
8. (a) What is Queueing theory? What are the limitations of Queueing theory? Explain the characteristics of Queueing system.

Or

- (b) What is meant by Monte-Carlo method of Simulation? Discuss its applicational uses.
9. (a) Explain the difference between decision under risk and decision under uncertainty in decision theory.

Or

- (b) A manager has a choice between (i) A risky contract promising Rs. 7 lakhs with probability 0.6 and Rs. 4 lakhs with probability 0.4 (ii) A diversified portfolio consisting of two contracts with independent outcomes each promising Rs. 3.5 lakhs with probability 0.6 and Rs. 2 lakhs with probability of 0.4. construct a decision tree for using EMV criteria. Can you arrive at the decision using EMV criteria?
10. (a) The total cost function for the production of x units of an item is given by $T = 10 - 4x^3 + 3x^4$ find (i) The average cost (ii) The marginal cost (iii) The marginal average cost.

Or

- (b) What is Correlation? Explain its types with example.

Part C

(1 × 10 = 10)

Compulsory

11. Restaurants would avoid losing their customers due to a long wait on the line. Some restaurants initially provide more waiting chairs than they actually need to put them in the safe side, and reducing the chairs as the time goes on safe space. However, waiting chairs alone would not solve a problem when customers withdraw and go to the competitor's door; the service time may need to be improved. This shows a need of a numerical model for the restaurant management to understand the situation better. The arrival rate, service rate, utilization rate, waiting time in queue and the probability of potential customers to balk based on the data using Little's Theorem and M/M/1 queuing model. The arrival rate during its busiest period of the day is 2.22 customers per minute (cpm) while the service rate is 2.24 cpm. The average number of customers in the restaurant is 122 and the utilization period is 0.991.

Question

Construct your ideas with the above numerical data for performing the queuing analysis to a busy restaurant.

R6849

Sub. Code

641401

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

BUSINESS ETHICS AND CORPORATE GOVERNANCE

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What are the objectives of ethics?
2. Write down the importance of business ethics.
3. What is meant by Corporate Governance?
4. State the need for code of ethics.
5. List out the importance of corporate social responsibility.

Part B

(5 × 10 = 50)

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

6. (a) Discuss the various theories of business ethics.

Or

- (b) Elaborate the Kohlber's six stage moral development process.

7. (a) Explain the investors problems and protection in corporate ethics context.

Or

- (b) Discuss the role of legislation and other bodies in enforcing ethical business behaviour.

8. (a) Describe the roles of board in corporate governance.

Or

- (b) Analyse the current issues on composition of board of directors.

9. (a) Enumerate the role of code of ethics in corporate governance.

Or

- (b) Explain the laws and enactments with regard to board of directors.

10. (a) Briefly explain the role of government in CSR.

Or

- (b) Explain how CSR ultimately the benefits for both companies and their stakeholders?

Part C

(1 × 10 = 10)

Compulsory.

11. Case Study :

Arthur Edward Anderson (1885-1947), the founder of Arthur Anderson & Co. must have turned in his grave in 2001, as the auditor firm founded by him became a synonym for scandal in the accounting profession. On 15th August 2001, Sherron Watkins, an employee of Enron, questioned the company's accounting practices, in a single-page letter to its CEO. Enron, the energy giant

that ruled the world, and its auditor Arthur Anderson & Co., became the ridicule of the world. In early 2002, the US Justice Department began criminal investigations into Enron's bankruptcy. In 2002, Arthur Anderson was convicted by the lower and appellate courts for obstruction of justice. The firm had worked hand in glove with Enron and cooked its account books. The audit firm that once had an 85,000 strong work force, now had closed offices and business interests around the globe. The firm's name is so tarnished that there is no other business going on in it, other than attending to over a hundred civil suits.

Questions :

- (a) What do you think that the outcomes of an accounting fraud reflect on the society or business at large?
- (b) Why do you think that the history of accounting fraud repeats itself, such as so many frauds which we have heard after Enron scandal?

R6850

Sub. Code

641402

**M.B.A. (General) DEGREE EXAMINATION,
APRIL – 2022.**

Fourth Semester

Management

PROJECT PLANNING AND MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. State the need for project management.
2. List out the objectives of project appraisal.
3. What is time value of money?
4. Highlight the importance of project design.
5. What is project financing?

Part B

(5 × 10 = 50)

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

6. (a) Narrate the scope of project management.

Or

- (b) Explain the various stages involved in project development cycle.

7. (a) Elaborate the important techniques of project appraisal.

Or

- (b) Give a detailed description on generation and screening of project ideas.

8. (a) Briefly explain the project evaluation under uncertainties.

Or

- (b) Illustrate the principles of project cash flow and cash flow estimation.

9. (a) Discuss the usefulness of information system for project monitoring.

Or

- (b) Explain the project designing and scheduling in detail.

10. (a) Discuss the contents of project report.

Or

- (b) Give a detailed description on project presentation to the bankers.

Part C (1 × 10 = 10)

Compulsory

11. Elucidate the role and responsibility of a project manager.
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R6851

Sub. Code

641411

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

ADVANCED COST ACCOUNTING

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. State the advantages of Cost Accounting.
2. How do you compute profit for an incomplete contracts?
3. From the following data calculate P/V Ratio

Sales – Rs. 20,000, Variable expenses – Rs. 10,000,
Fixed Expenses – Rs.6,000
4. Differentiate between standard costing and Budgetary control.
5. What do you mean by Activity based costing?

Part B

(5 × 10 = 50)

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

6. (a) M/S Indu Industries is the manufacturer of moon light torches. From the following data prepare cost sheet

	Rs.
Direct material	20,000
Direct wages	12,000
Machine hours	9,500
Machine hour rate	2
Office overheads	20% of work cost
Selling overheads	50 paise per unit
Units produced	20,000 units
Units sold	18,000 units @ Rs. 5 per unit

Or

- (b) Difference between cost Accounting and Management Accounting.
7. (a) In Process A 100 units of Raw materials were introduced at Rs. 10 per unit. The other expenditure incurred by the process was Rs. 602. Of the units introduced 10% are normally lost in the course of manufacture and they possess a scrap value of Rs.3 each. The output of Process A was only 75 units. Prepare process account and find abnormal loss.

Or

- (b) A company of contractors began to trade on 1st January 2019. During 2019 the company was engaged on only one contract of which the contract price was Rs. 5,00,000.

Of the plant and materials charged to contract, plant costing Rs. 5,000 and material costing Rs. 4,000 were lost in an accident.

On 31st January 2019, plant costing Rs. 5,000 was returned to the stores. Cost of work uncertified, but finished Rs. 2,000 and materials costing Rs. 4,000 were in hand on site.

Charge 10% depreciation on plant and compile contract account and balance sheet from the following

Particulars	Dr.	Cr.
Share capital		1,20,000
Creditors		20,000
Cash received (80% of work certified)		2,00,000
Land and Buildings	43,000	
Bank Balance	25,000	
Charged to contract Material	90,000	
Plant	25,000	
Wages	1,40,000	
Expenses	17,000	
Total	3,40,000	3,40,000

8. (a) Assuming the cost structure and selling price remain the same in periods I and II. Find out
- (i) P/V Ratio
 - (ii) BEP
 - (iii) Profit when sales are Rs. 1,00,000
 - (iv) Sales required to earn a profit of Rs. 20,000
 - (v) Margin of safety for II Period

Period	Sales	Profit
I	1,20,000	9,000
II	1,40,000	13,000

Or

- (b) You are required to calculate

- (i) P/V Ratio
- (ii) Margin of safety
- (iii) Sales
- (iv) Variable cost

Fixed cost— Rs.15,000, profit Rs.2,000, Break even sales Rs.75,000.

9. (a) Prepare a flexible budget for overheads on the basis of the following data. Calculate the overhead rate at 50%, 60% and 70% capacity

Variable Overheads	At 60% Capacity Rs.
Indirect Material	8,000
Indirect Labour	18,000
Semi variable overheads	
Electricity (40% Fixed)	30,000
Repairs (20% Variable)	3,000

Fixed overheads	
Depreciation	16,500
Insurance	4,500
Salaries	15,000
Total overheads	<u>95,000</u>

Or

- (b) Preparation of a production budget for three months ending 31st March 2018

Types of Product	Estimated Stock on January 1, 2018	Estimated sales during January to March 2018 Units	Desired Closing stock March 31, 2018 (Units)
A	2,000	10,000	5,000
B	3,000	16,000	4,000
C	4,000	13,000	3,000
D	5,000	12,000	2,000

10. (a) Explain the procedure in implementation of Activity Based Costing.

Or

- (b) What are advantages of Target Costing?

Part C

(1 × 10 = 10)

Compulsory

11. The product of company passes through two processes to completion known as A and B. From the past experience it is ascertained that loss is incurred in each process as

Process A = 2% Process B = 5%

In each case the percentage of loss is computed on the number of units entering the process concerned.

The loss of each process possesses a scrap value. The loss of process A and B is sold at Rs. 5 per 100 units.

The output of each process passes immediately to the next process and the finished units are passed into stock

	Process A	Process B
	Rs.	Rs.
Materials consumed	6,000	4,000
Direct labour	8,000	6,000
Manufacturing expenses	1,000	1,000

20,000 units have been issued to process A at a cost of Rs. 10,000. The output of each process has been as under.

Process A — 19,500 Process — B — 18,800. Prepare process accounts.

R6852

Sub. Code

641413

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

FINANCIAL DERIVATIVES

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is market index?
2. What is warrants in derivatives?
3. Mention the differences between futures and call options.
4. What is the long position in call option?
5. What is floating rate notes?

Part B

(5 × 10 = 50)

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

6. (a) Explain the functions of OTC derivatives market.

Or

- (b) Discuss the factors driving the growth of derivatives market.

7. (a) Explain the various features of warrant.

Or

(b) Give a detailed description on mechanics of financial futures market.

8. (a) Elaborate the futures On long term securities.

Or

(b) Explain in detail about the black scholes model.

9. (a) Give a brief explanation about the hedge management process.

Or

(b) Explain the ways and means to evaluate and monitor the hedge position.

10. (a) Elucidate the essence of future trading.

Or

(b) Explain the floating rate notes and leveraged buyouts in detail.

Part C

(1 × 10 = 10)

Compulsory.

11. “Hedging is the basic function of futures market”. Discuss the statement in the light of uses of future contract.

R6853

Sub. Code

641414

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

MERCHANT BANKING AND FINANCIAL SERVICES

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is merchant banking?
2. Give the meaning of an offer for sale.
3. Is a merger different from an acquisition?
4. Define leasing.
5. Write a meaning for factoring.

Part B

(5 × 10 = 50)

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

6. (a) Give an overview of the Indian Financial System and the recent developments in merchant banking in India.

Or

- (b) Enumerate the various functions performed by merchant bankers in India.

7. (a) What is the role of merchant banking in project appraisal? Explain.

Or

(b) Explain in detail the Pre and Post issue management services rendered by merchant bankers.

8. (a) Define credit rating. Explain its advantages and disadvantages.

Or

(b) What do you mean by portfolio management? Explain the functions of a portfolio manager.

9. (a) What are the advantages and disadvantages of leasing? Explain the parameters that should be considered when evaluating lease as a financial option?

Or

(b) State the differences between lease financing and hire purchase financing.

10. (a) Explain the modus operandi, functions, and different types of factoring.

Or

(b) What are the functions and features of venture capital in the global business era?

Part C

(1 × 10 = 10)

(Compulsory)

11. Discuss the various challenges faced by the merchant bankers in India in the present context.

R6854

Sub. Code

641421

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

SALES MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What are the difference between Aidas theory of selling and the buying formula theory of selling?
2. How do you sell products in a foreign country?
3. What are the sources of sales recruits?
4. What is required for sales contests to be successful?
5. What are the types of sales report?

Part B

(5 × 10 = 50)

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

6. (a) Explain various theories of selling.

Or

- (b) Explain the characteristics of sales people.

7. (a) Explain different kinds of sales approaches in detail.

Or

- (b) Describe the nature and benefits of a product Demonstration.

8. (a) What are the problems of recruitment and selection? How do you overcome them.

Or

- (b) Differentiate between sales Territory and Sales Quota. Explain types of sales territory.

9. (a) What is Sales Compensation? Explain the importance of Compensation Plan for sales personnel.

Or

- (b) Explain the various Techniques of motivating the sales force.

10. (a) What are the factors to be considered for Determinants of sales person performance? Explain.

Or

- (b) Explain various types of Sales Report.

Part C (1 × 10 = 10)

Compulsory

11. Bicycle sales in India began gradually shrinking since the late 1990s and appeared to be heading for difficult days. In 2004, only 9.6 million bicycles were sold as against 12 million in 2001.

The bicycle industry attributed this decrease in bicycle purchase to the saturation in the urban market – which has remained at 3.5 million units per year since 2001, the decrease in the purchase of bicycles in the rural market, and increase in the number of new motorcycle brands introduced in the market since 2000.

Questions :

Examine the reasons that made bicycle marketers look for latent markets like the adult segment. Also briefly mention the stumbling blocks for TI Cycles in marketing to the adult segment.

R6855

Sub. Code

641428

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

DIGITAL MARKETING

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. Why digital marketing is important?
2. How will you respond to negative feedback or comments?
3. Identify the different channels of social media marketing.
4. Why is online branding important?
5. What is campaign management system?

Part B

(5 × 10 = 50)

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

6. (a) Explain the 3i principles of marketing.

Or

- (b) Describe the evolution of digital marketing.

7. (a) What are the factors influencing the online consumer behavior?

Or

(b) Describe the process of search engine optimization.

8. (a) How can you create an e-mail marketing campaign?

Or

(b) Identify the essential requirements of e-mail marketing.

9. (a) Discuss the various traffic building strategies of digital marketing.

Or

(b) Analyse the different web business models.

10. (a) Explain the online campaign management practices.

Or

(b) What are the essential requirements to attract customers through engagement marketing?

Part C

(1 × 10 = 10)

Compulsory Questions.

11. Canadian Tire's advertisement video portrays a small Canadian boy seated in a wheelchair who was encouraged by another small kid to play basketball games. This advertisement about wheels turned out to be one of the viral marketing videos in 2019. After that advertisement the company's sales were increase.

Analyse the causes for global level reaching of that advertisement.

R6856

Sub. Code

641432

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

SUPPLY CHAIN MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. How are firms core processes identified?
2. What do you meant by worldwide sourcing?
3. Define Network Design.
4. What are the uses of RFID tags in warehousing?
5. Elucidate revenue management.

Part B

(5 × 10 = 50)

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

6. (a) Discuss in detail the various drivers in supply chain with example.

Or

- (b) Explain the various dimensions of logistics.

7. (a) Elucidate the factors influencing the choice of sourcing.

Or

- (b) The various purchase strategy – discuss with example.

8. (a) Explicate the four phases in the framework for network design decisions.

Or

- (b) Describe the various factors influencing distribution network design.

9. (a) Explain how to manage supply chain cycle inventory.

Or

- (b) Describe different models of inventory used by warehouses to effectively stock the goods.

10. (a) Narrate the role of channels in efficient and effective supply chain management.

Or

- (b) Explain the key issues in determining channel requirements.

Part C

(1 × 10 = 10)

Compulsory question.

11. A speciality chemical company is considering expanding its operations into Brazil, when five companies dominate the consumption of speciality chemicals. What sort of distribution network should this Company utilize?

R6857

Sub. Code

641434

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

TECHNOLOGY AND INNOVATION MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is innovation management and why is it important?
2. What is an S – curve in technology?
3. What is the difference between trademark and intellectual property?
4. What is meant by organizational climate?
5. What are the duties of a knowledge worker?

Part B

(5 × 10 = 50)

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

6. (a) What is the need for technology analysis? Explain its methods in detail.

Or

- (b) How does knowledge management improve organizational performance? Explain with suitable example

7. (a) Explain the risk factors in technology management.

Or

(b) Describe the role of innovation in new product development.

8. (a) Discuss the role of patents, copy rights and trademark in technology management.

Or

(b) What is intellectual property in the digital age? How does technology affect the intellectual property? How can intellectual property rights be protected when it comes to digital content?

9. (a) Explain 4 P's model of creativity.

Or

(b) Explain various dimensions of organizational climate.

10. (a) What are the human relations skills that are needed by managers and leaders? How to improve innovation in the workplace?

Or

(b) Discuss the importance of group decision making in an organization

Part C (1 × 10 = 10)

Case Study

M & M – AUTOMOBILE MART

11. Mahindra and Mahindra (M & M) is a major player in the tractor and certain segments of the automobile market in India. After an impressive growth for a few years, the tractor market in India has been stagnating during 1998-1999 to 2000–2001. M&M has been selling its tractor and

utility vehicles are foreign markets including USA. Some of the components for its products have been sourced from abroad. M&M has a 100% subsidiary in USA, Mahindra USA with a strong network of 100 dealers. Mahindra has a 5% market share in US market in the 28-30 HP range Vehicles. As part of the strategy aimed at building a global supply chain, Mahindra USA has signed an MOU with the Korean tractor major Tong Yang, a part of the \$2 bn tong yang moolsam group, according to which Mahindra will source high horse power (25-40Hp) and sell them under the M&M brand name around the world, particularly in USA. M&M's current tractor range is more utility oriented and lacks the aesthetic appeal that tong yang's tractors have, a must for a strong presence in the US market.

Questions

- (a) What kind of innovation and technology lead their business to the next level?
- (b) Is decision of MOU is good for the company?

R6858

Sub. Code

641441

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

LEARNING AND DEVELOPMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. List out the objectives of learning.
2. What are the importance of training?
3. Give a note on project management.
4. What are the role of evaluation?
5. Define Coaching.

Part B

(5 × 10 = 50)

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

6. (a) What is learning curve? Explain the different methods of leaning.

Or

- (b) Explain in the context of organizational behaviour, the various principles of learning.

7. (a) How is the Indian corporate sector being affected by the current trend of issues related to training and development?

Or

- (b) What is training need identification? Discuss the significance of training need identification.

8. (a) What is project management? How is strategic management related to project management?

Or

- (b) What is training design and development? How do you evaluate effectiveness of training and development?

9. (a) What are the barriers to an effective training process? Suggest ways to make training better.

Or

- (b) Explain the procedure for monitoring of training programmes. Elaborate some important monitoring techniques.

10. (a) Why is leadership important in management? What are the most common approaches to leadership development training?

Or

- (b) Briefly explain the steps in process of learning.

Part C

(1 × 10 = 10)

Case Study.

11. Mr. Shrikant is a senior manager of a reputed manufacturing Company who is engaged in manufacturing wooden furniture for more than 35 years. He has 25 employees in his department working under him who all are skilled and efficient in their own way. For the past 3 years the market for the company's goods has been steadily growing and the majority of his staff

have met by the changing expectations of customers. However one employee in particular, Gopal has not kept up with the pace. Gopal has been with this corporation for over 20 years and is now 56 years old. He is a friendly man and liked by all his peers as he keep on motivating them with his positivity and experience. The company has always considered Gopal dependable and loyal. Through the years, he has been counted as an asset to the company, but at the age of 56, he has gone into an age of semi-retirement. Gopals productivity has been slow down as he is not able to learn and accept new techniques that have become the need of the hour of manufacturing organizations. Shrikant wishes to change this situation. He wants to motivate Gopal by teaching him new manufacturing techniques so that his efficiency matches that of his younger peers. To do this Gopal must begin to do more than just put in his time unlike the majority of new employees, Gopal is an old man, who within a few years will reach the age of retirement. He tries to convince Gopal but found that he is reluctant to change his behaviour.

Questions:

- (a) As a team leader how would you understand Gopal's position to resist changing?
 - (b) How will you identify need of imparting special training to Gopal to match organization's requirement?
 - (c) What can be done to fetch Gopal's interest in learning new techniques of designing and manufacturing?
 - (d) What type of training technique can be effective for Gopal to increase his efficiency?
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R6859

Sub. Code

641442

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

HUMAN RESOURCE DEVELOPMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What do you mean by Personnel Management?
2. Write a short note on Performance Appraisals.
3. Define Follow-up training.
4. Describe Career Path.
5. Elucidate Organizational Effectiveness.

Part B

(5 × 10 = 50)

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

6. (a) Critically evaluate the role and change of Personnel Management into Human Resource Management.

Or

- (b) Elucidate the role and structure of Human Resource function in organisation.

7. (a) Explain the various methods for performance appraisal.

Or

- (b) Discuss the role of effective counselling in performances of an individual.

8. (a) Elaborate the types of training methods and its merits and demerits.

Or

- (b) Discuss in detail the techniques of management development.

9. (a) What are the factors affecting career development in HRD — discuss in detail.

Or

- (b) Describe the different types of career anchor.

10. (a) Enlighten various phases of OD, with suitable examples.

Or

- (b) Briefly outline the problems which may affect Performance Management effectiveness.

Part C (1 × 10 = 10)

Compulsory question.

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?

R6860

Sub. Code

641445

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

COMPENSATION AND REWARD MANAGEMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is compensation management?
2. What is bonus?
3. What are the methods of job evaluation?
4. What is profit sharing?
5. Which are most popular trends in compensation?

Part B

(5 × 10 = 50)

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

6. (a) Explain economic and behavioral issues in compensation.

Or

- (b) Explain the frame work of compensation policy.

7. (a) Explain the differences between rules, regulations and act.

Or

- (b) Discuss the law relating to retiral benefits.

8. (a) Discuss the compensation system in Multinational companies in India.

Or

- (b) Discuss the methods of job evaluation.

9. (a) Explain about retirement plans in detail.

Or

- (b) Explain Golden handshake scheme in India.

10. (a) Describe the types of tax planning and its features.

Or

- (b) What are the factors affecting international compensation? And what are the main approaches of international compensation.

Part C

(1 × 10 = 10)

Case Study

11. **Johnny vs HR Manager**

Johnny Mbeki was late for the work. He had already had a couple of warnings from the HR manager, not simply for being late but also for slows at his job. He had a lame leg. On the whole he coped with it, but sometimes it affected his work. On this occasion, he was called into the HR manager's office and manager stated that "I've tried to make allowances, but you are affecting overall production. If I have to speak to you again, I will have to let you go." by saying this he warned him. But the next

morning the HR manager received a delegation from the work force-colleagues of Johnny. They asked that he be given special treatment. They explained that Johnny had an extended family that depended on him and his salary is not enough to manage his family. They lived in a township far from the factory. It takes him a long time to go to work, depending on public transport that is not always reliable. Sometimes, when a family member is sick, he has to stay behind, and this can make him late for work. They asked the HR Manager to give Johnny another chance. They, as member of his work team, promised to cover for him, to make up for his slowness and his sometimes coming in late. Overall production in the work group would not be affected and they request to provide some kind relaxation or increments to Johnny because he is only one in company can handle those technical work.

Questions

- (a) Is Reward and compensation helps the HR manager to manage the situation?
- (b) If you are the HR Manager what kind of decision you could take?

R6861

Sub. Code

641446

M.B.A. (General) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

WORKPLACE COUNSELLING

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What is known as the work oriented models?
2. State the need for training for counsellors.
3. How does assessment of employee is important in counselling?
4. What is ethical responsibilities?
5. Define the term supervision.

Part B

(5 × 10 = 50)

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

6. (a) Briefly explain the basics of workplace counselling.

Or

- (b) Explain the orientation model, brief therapy model and problem focused model.

7. (a) Differentiate between counselling values and business values.

Or

- (b) Enumerate the important ethical issues in counselling.

8. (a) Describe the significance of contracting for counselling.

Or

- (b) Justify the need for the preparation of counselling at work place.

9. (a) Explain the formative and summative evaluation. Describe the different methods of counselling evaluation.

Or

- (b) Discuss the ethical responsibilities for and to the clients and organisation.

10. (a) Illustrate the curriculum, assessment and learning community with respect to the dynamics of training.

Or

- (b) Explain the parallel process in workplace counselling

Part C (1 × 10 = 10)

Compulsory

11. “The role of organisations in counselling training is significant”. Support your answer.

R6862

Sub. Code

641447

M.B.A. (G) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

EMPLOYEE LEADERSHIP AND EMPOWERMENT

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. What are the qualities of a good leader?
2. What are the advantages of coaching leader?
3. What are the three main objectives of empowerment?
4. What is competency mapping?
5. What is knowledge work?

Part B

(5 × 10 = 50)

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

6. (a) Describe the likert's four system of leadership?

Or

- (b) Discuss the attributes of effective leaders.

7. (a) Discuss the functions of learning organisations.

Or

(b) Discuss- Demystifying coaching.

8. (a) Explain the importance of work life balance?

Or

(b) How to improve your performance in the work place? explain with example methods.

9. (a) Explain the principles of great teams.

Or

(b) Explain the importance of balance score card

10. (a) Describe the challenges of leaders after the Covid-19 pandemic.

Or

(b) Discuss the action to managing diversity in an organization.

Part C

(1 × 10 = 10)

Case Study

11. The Vernon Road Bleaching and Dyeing Company is a British lace dyeing business. It was purchased in bankruptcy by the father/son team of Henry and Richard Chaplin. Richard has been acting as “Managing Director” which is the same as a general manager or president of a company. The company has had 50-to-150 employees with 35-to-100 being shop floor, production employees. The company produces and sells various dyed fabrics to the

garment industry. Gerry Robinson is a consultant who was asked to help transform methods of conducting business to save the company.

Questions:

- (a) What are Richard's strengths and weaknesses as a leader?
 - (b) What could Richard have done to motivate the workforce?
-

R6863

Sub. Code

641448

M.B.A. (G) DEGREE EXAMINATION, APRIL – 2022

Fourth Semester

Management

INTERNATIONAL (HRM)

(CBCS – 2019 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(5 × 3 = 15)

Answer **all** questions.

1. Mention the objectives of international HRM.
2. State the advantages of recruitment.
3. Write down the advantages of training.
4. What is meant by incentives?
5. Highlight the benefits of work life balance.

Part B

(5 × 10 = 50)

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

6. (a) Illustrate the HR impact of national culture.

Or

- (b) Explain the relationship between culture and organizational life.

7. (a) Outline the various methods of selection.

Or

(b) Explain the procedure of recruitment of international employee.

8. (a) Elaborate the need for international training and development.

Or

(b) Explain the steps involved in training programme.

9. (a) Discuss the various benefits and limitations of incentives.

Or

(b) Narrate the financial and non-financial incentives for employees of the company.

10. (a) What benefits are focused on work-life balance?

Or

(b) Explain the role of women in international management.

Part C

(1 × 10 = 10)

Compulsory.

11. "Human resources must be global in nature in relation to the global organization". Justify the Statement.