

[Max. Marks: 80

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FACULTY OF BUSINESS MANAGEMENT
M.BA II SEMESTER (CBCS R-16 OLD) EXAMINATIONS, JULY 2025
HUMAN RESOURCE MANAGEMENT

Time:3 Hrs]**[Max.Marks:80****SECTION - A (5 X 3 =15 Marks)****Answer any FIVE of the following**

- 1 A Define e-HRM
- B What is talent management?
- C What is the distinction between Job description and Job specification
- D What do you mean by job enrichment?
- E Define Career Planning
- F State the significance of performance appraisal
- G Mention the functions of trade unions
- H Exit interviews

SECTION – B (5 X 10 = 50 Marks)**Answer ALL Questions**

- 2 A Define Human Resource Management. Discuss its nature, scope, and significance in the modern organizational context.

OR

- B Differentiate between Personnel Management, Human Resource Management (HRM), and Human Resource Development (HRD).
- 3 A What is Human Resource Planning (HRP)? Explain its process and importance in organizational success.

OR

- B Describe the concept of job analysis. How is it used to prepare job descriptions and job specifications?
- 4 A What are the main techniques of employee training? Compare On-the-Job and Off-the-Job training methods.

OR

- B Explain the process of performance appraisal. Discuss any two traditional and two modern methods of appraisal.
- 5 A What are the main causes of industrial disputes in India? Describe the machinery available for their settlement.

OR

- B Evaluate the role of trade unions in India. What are their strengths and weaknesses?
- 6 A What is HR Audit? Discuss its objectives and how it contributes to strategic HRM.

OR

- B Explain the challenges of managing human resources in BPOs and call centres. How can organizations address high attrition rates?

7 CASE STUDY : SECTION – C (15 MARKS)

Mr. Pramod Kumar has been with this Human Resource Office (HRO) for over three years and has excelled to great lengths due to his great work ethics, as well as his experience and training in the HR Staffing career field. Mr.Pramod Kumar has shown to be a very driven and motivated employee, who is also a quick learner, which has made him a very well-rounded staffing specialist. He has exceeded the expectations in developing and posting vacancy announcements, providing advisory services to management; and ensuring that all pay affecting actions are processed in a timely manner, with little to no error. Mr.Pramod Kumar continues to excel in the field of Human Resource Management.

Questions:

1. What are the skills of Mr.Pramod Kumar in excelling in the field Human Resource Management?
2. If you are the HR Manager, what kind of strategies you would initiate in excelling.

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MBA/JULY25/II-B(N)

FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS R-24 NEW) EXAMINATION, JULY 2025
MARKETING MANAGEMENT
PAPER - II

Time: 3Hrs]

[Max. Marks: 80

SECTION-A (5 X 14=70Marks)

Answer ALL Questions

- 1 A Explain the importance and scope of marketing in modern organizations
OR
B Explain the Marketing Environment factors for the Cosmetic Industry
- 2 A Discuss competitive strategies for Market leaders
OR
B Identify a successful brand in India and analyze how it identified its target segment and positioned itself effectively
- 3 A Examine the factors influencing consumer buying behavior with relevant examples.
OR
B Design a basic service marketing strategy for a new healthcare diagnostics centre in a semi-urban area
- 4 A Elaborate on product life cycle stages and their significance in forming marketing strategies.
OR
B A company is launching a new product in the smart wearable segment. Explain the various pricing strategies should be planned
- 5 A Define Advertising. Discuss the objectives and importance of advertising
OR
B Discuss the steps involved in the personal selling process. Illustrate each step with a suitable example

6 **CASE STUDY : SECTION –B (10 MARKS)**

A start-up called Eco-Sip has launched biodegradable water bottles targeting environmentally conscious consumers. Initially launched in urban markets, the product gained popularity among students and gym-goers. However, sales declined, prompting the company to rethink its market approach. A study revealed a growing demand in educational institutions, corporate offices, and eco-tourism spots.

Questions:

- a) Identify the segmentation variables EcoSip may have used.
- b) Suggest how EcoSip can refine its targeting and positioning strategy.
- c) Propose a marketing plan to relaunch the product in tier-II cities.

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FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS R-16 & R-21 OLD) EXAMINATION, JULY 2025
MARKETING MANGAEMENT
PAPER - II

Time: 3 Hrs]

[Max. Marks: 80

SECTION - A (5 X 3 = 15 Marks)

1 **Answer any FIVE of the following**

- A Selling Concept
- B Market Positioning
- C Characteristic of Services
- D Strategic marketing planning
- E Objectives of Sales Promotion
- F Product mix
- G Brand equity
- H Channel conflict

SECTION – B (5 X 10 = 50 Marks)

Answer ALL Questions

2 A Explain the concept of Marketing Mix and its components

OR

B What is marketing environment? Explain various Macro environment forces

3 A “Market segmentation is important for target markets and target markets are important for product positioning.” Elaborate with examples

OR

B Explain the different competitive strategies to be followed by Market challenger

4 A Write the consumer buying decision process in detail. Quote examples where required.

OR

B Develop a Marketing Information System for a Mobile phone marketing

5 A Explain the stages of Product Life Cycle and strategies to adapt at every stage.

OR

B Discuss the various methods of pricing.

6 A Enumerate the important advertising media and point out their relative role and advantages.

OR

B A multinational is planning to launch its brand of cosmetics in India. What channels of distribution would you suggest and justify each one

7 **SECTION – C :: CASE STUDY (15 MARKS)**

WahTaste Spices started as a small spice-selling business in Hyderabad’s local markets. Initially selling only three spice powders—turmeric, red chilli, and garam masala—the brand gained popularity due to its purity and traditional grinding methods. However, with increasing competition from national brands, WahTaste realized the need to build a strong brand identity. They revamped their packaging with a new logo, added QR codes linking to recipe videos, introduced storytelling on the back of the pack about sourcing from farmers, and adopted the tagline “Pure Taste, Straight from the Source.” They also ran Instagram and YouTube campaigns featuring home chefs using their spices. As a result, their brand recognition and trust grew, and they expanded to five states in South India.

Branding Strategies Used:

- Focused on authenticity and trust.
- Clear brand identity with logo, colors, and storytelling.
- Emotional connection with customers through farmer and chef stories.
- Digital engagement via social media

Questions:

- a) What branding elements helped WahTaste Spices differentiate itself in a competitive market?
- b) How did the company build brand equity?
- c) Suggest two additional branding strategies that WahTaste could use to enter the national market.

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MBA/JULY25/II-C(N)

FACULTY OF BUSINESS MANAGEMENT
M. B. A II SEMESTER (CBCS R-24 NEW) EXAMINATIONS, JULY 2025
FINANCIAL MANAGEMENT
PAPER – III

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION – A (5 X 14 = 70 Marks)**ANSWER ALL QUESTIONS**

- 1 A Discuss the role and functions of Financial Manager.

OR

- B What is Financial Planning? How do you estimate financial requirements of a Company?

- 2 A Discuss the Net Income and Net Operating Income theories of Capital Structure.

OR

- B What is weighted average cost of capital? From the following information of Surya Paper Mills Ltd., you are required to calculate Weighted Average Cost of Capital.

Source of capital	Amount (Rs.)	Specific Cost
Debentures	36,00,000	36%
Preference Share	9,00,000	09%
Equity Shares	45,00,000	12.9%
Retained Earnings	10,00,000	12.9%

- 3 A What is meant by Risk Analysis in Capital Budgeting? Discuss risk evaluation techniques briefly.

OR

- B A company is evaluating a project that requires an Initial Investment of Rs. 1,00,000. The project will generate the following cash inflows over 5 years.

Year	Cash Inflow(Rs.)
1	20,000
2	25,000
3	30,000
4	35,000
5	40,000

The cost of capital is 10%. Calculate NPV and IRR.

- 4 A What is Inventory? Explain the objectives of Inventory management and its significance.

OR

(Contd.....)

//2//

- B A Company provides the following estimates. Calculate the Net Working Capital assuming uniform production and sales throughout the year. Estimate annual production and sales : 24,000 units and 20% of the output is sold against cash

Particulars	Price per unit
Raw Materials	200
Direct Labour	100
Overheads	100
Profit	100
Selling Price per unit	500

- a). Raw materials are in stock on average :2 months
- b). Materials are in process on average: 1 month
- c). Finished goods are in stock on average: 1 month
- d) Credit allowed by suppliers: 1 month
- e) Time lag in payment from debtors : 1.5 months
- f). Lag in payment of wages: half a month
- g). Lag in payment of overheads: 1 month
- h) cash balance desired : Rs. 50,000

- 5 A What is dividend policy? Discuss factors influencing dividend policy.

OR

- B A company has the following financial information: EPS is Rs. 8, Dividend payout ratio is 50%, ROI is 14% and Cost of equity capital is 12%. Calculate the Market Price per share using Gordon's Model.

6

SECTION – B :: CASE STUDY (10 MARKS)

A Company needs Rs. 10, 00,000 for expansion. It is considering the following financing plans. You are required to suggest the best plan with your comments.

Plan	Equity Capital	Debt @10%	Preference Capital @ 12%
A	Rs. 10,00,000	-	-
B	Rs. 5,00,000	Rs. 5,00,000	-
C	Rs. 5,00,000	Rs. 2,50,000	Rs. 2,50,000

Face value of equity share Rs. 10, Tax rate 30% and Expected EBIT is Rs. 2,00,000.

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FACULTY OF BUSINESS MANAGEMENT
M. B. A II SEMESTER (CBCS R-16 & R-21 OLD) EXAMINATION, JULY 2025
FINANCIAL MANAGEMENT
PAPER - III

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks)

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A Profit maximisation
- B Financial Planning
- C Cost of capital
- D EBIT
- E Risk Analysis
- F Net Working Capital
- G Inventory
- H Retained Earnings

SECTION – B (5 X 10 = 50 Marks)

ANSWER ALL QUESTIONS

2 A What is Financial Management? What are its objectives?

OR

B Discuss the concept and the types of Financial Planning

3 A What is Capital Structure? Discuss the determinants of Capital Structure.

OR

B A company is planning to raise Rs. 20,00,000 for expansion. It is considering the following two alternatives: Plan A is all Equity financing with issue 2,00,000 equity shares of Rs.10 each. Plan B is Debt Equity mix with issue of 1,00,000 equity shares of Rs. 10 each and raise of Rs. 10,00,000 through 10% debentures. The expected EBIT is Rs. 4,00,000 and corporate tax rate is 30%. You are required to calculate EPS under both plans and suggest.

4 A Explain in detail Investment evaluation techniques.

OR

B A Firm provides you with the following information

Year	Cash Inflows(Rs.)
1	8,000
2	10,000
3	12,000
4	16,000
5	18,000

You are required to calculate IRR. What is the NPV at 8% discount rate?

5 A Explain the concept and components of Working Capital.

OR

(Contd.....)

//2//

- B A Company provides the following estimates. Calculate the Net Working Capital assuming uniform production and sales throughout the year.
Estimate annual production and sales : 25,000 units

Particulars	Price per unit
Raw Materials	180
Direct Labour	80
Overheads	150
Profit	120
Selling Price per unit	530

- a). Raw materials are in stock on average : 1 month
- b). Materials are in process on average: 2 weeks
- c). Finished goods are in stock on average: 1 month
- d) Credit allowed by suppliers: 1 month
- e) Time lag in payment from debtors : 2 months
- f). Lag in payment of wages: one and half weeks
- g). Lag in payment of overheads: 1 month

20% of the output is sold against cash. Estimate Working Capital requirements of the firm assuming 4 weeks per month.

- 6 A What is dividend? What are the various types of dividends?

OR

- B A company has the following financial information: EPS is Rs. 10, DPS is Rs. 4 , ROI is 15% and Cost of equity capital is 12%. Calculate the Market Price per share using Walter Model.

7 **SECTION – C :: CASE STUDY (15 MARKS)**

A company provides the following data:

Sales = Rs. 20,00,000

Variable Cost = Rs. 12,00,000

Fixed Costs = Rs. 4,00,000

Interest on Debt = Rs. 1,00,000

Tax rate = Rs. 30%

You are required to calculate Operating Leverage, Financial Leverage and combined Leverage and interpret the results.

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FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS R24 NEW) EXAMINATIONS, JULY 2025
MANAGEMENT ACCOUNTING

Time: 3Hrs]

[Max. Marks:80

SECTION-A(5 X 14 = 70Marks)

Answer ALL Questions

- 1 A Discuss the scope and significance of Management Accounting.

OR

- B What is Decision Making? Explain Cost Behaviour and Decision Making.

- 2 A What is the concept of BEP? Write its assumptions.

OR

- B The P/V ratio of a Company is 50% and Margin of Safety is 40%. You are required to calculate BEP and the net profit if the sales volume is Rs. 50 lakhs.

- 3 A What is standard Costing? Discuss types of standards and standard setting.

OR

- B From the following particulars calculate:

- i) Total Materials variance
- ii) Materials Price Variance and
- iii) Materials Usage variance

Materials	Standard Units	Price (Rs)	Units	Actual Price (Rs)
A	1,010	1.0	1,080	1.2
B	410	1.5	380	1.8
C	350	2.0	380	1.9

- 4 A How do you trace costs from activities to products and services? Explain benefits of Activity Based Costing.

OR

- B Distinguish between Activity Based Costing and Traditional Costing.

- 5 A What is Performance Report? Discuss the role of responsibility accounting in performance reporting.

OR

- B Explain in detail about Segmented Performance Evaluation and its significance.

6

CASE STUDY : SECTION –C (15 MARKS)

ICAN Co. Manufactures a component in-house at the following cost:

Direct Material : Rs 20

Direct Labour : Rs 15

Variable Overhead: Rs 5

Fixed Overhead: Rs. 10

Total Cost per unit : Rs 50

An outside supplier offers to supply the component at Rs. 42 per unit.

ICAN Co. stops making the component, it can save all variable costs and Rs. 4 of the fixed overhead per unit.

Should the company make or buy the component? Justify with Cost Analysis.

FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS R24 NEW) EXAMINATION, JULY 2025
OPERATIONS RESEARCH

Time: 3 Hrs]

[Max. Marks: 80

SECTION – A (5 X 14 = 70 Marks)**ANSWER ALL QUESTIONS**

- 1 A Explain various decision-making criteria under uncertainty.

OR

- B A departmental store with a bakery section is faced with the problem of how many cakes to buy in order to meet the day's demand. The departmental store prefers not to sell day old cakes in competition, leftover cakes are, therefore a complete loss. On the other hand, if a customer desires a cake and all of them have been sold, the customer will buy elsewhere and the sales will be lost. The store has, therefore, collected information on the past sales based on selected 100-day period as shown in the table below:

Sales per day	15	16	17	18
Number of days	20	40	30	10
Probability	0.20	0.40	0.30	0.10

Construct the conditional profit and the opportunity loss tables. What is the optimal number of cakes that should be bought each day? A cake cost Rs.2 and sells for Rs.2.50

- 2 A Explain the graphical method of solving an LPP with an example.

OR

- B Solve the following LPP using Simplex Method:

Maximize $Z = 3x + 5y$

Subject to: $x + y \leq 4$; $2x + 3y \leq 12$; $x, y \geq 0$

- 3 A Differentiate between Transportation and Assignment problems.

OR

- B Solve the following transportation problem using Vogel's Approximation Method (VAM) and find the initial basic feasible solution.

	D1	D2	D3	Supply
S1	2	3	1	20
S2	5	4	2	30
S3	1	2	4	25

- 4 A Discuss the structure of a queuing system with an illustration.

OR

- B In a bank with a single server, there are two chairs for waiting customers. On an average one customer arrives every 10 minutes and each customer takes 5 minutes for getting served. Making suitable assumptions, find:

- (i) the Probability that an arrival will get a chair to set down
- (ii) the probability that an arrival will have to stand, and
- (iii) expected waiting time of a customer

- 5 A Write the steps in Sequential Decision Making with examples.

OR

- B Describe the role of Sequential Decision Making in Inventory Management and Production Scheduling.

SECTION – B :: CASE STUDY : (15 MARKS)

A car hire company has one car at each of five depots a, b, c, d and e. A customer requires a car in each town, namely A, B, C, D and E. Distance (in kms) between the depots (origins) and towns (destinations) are given in the following distance matrix:

	a	b	c	d	e
A	160	130	175	190	200
B	135	120	130	160	175
C	140	110	155	170	185
D	50	50	80	80	110
E	55	35	70	80	105

How should cars be assigned to customers so as to minimize the distance travelled?

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FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS R-16 & R-21 OLD) EXAMINATION, JULY 2025
OPERATIONS RESEARCH

Time: 3 Hrs]

[Max. Marks: 80

SECTION-A (5 X 3 =15Marks)

Answer any FIVE of the following

- | | | | | |
|---|---|--|---|---|
| 1 | A | Laplace Decision Criterion | E | Operating characteristics of Queuing systems. |
| | B | Two-Person Zero-Sum Game | F | Inventory Problem” in sequential decision making |
| | C | role of duality in LPP | G | Poisson Arrival Process. |
| | D | steps in solving an assignment problem | H | difference between feasible and optimal solution in LPP |

SECTION – B (5 X 10 = 50Marks)

Answer ALL Questions

- 2 A Explain Maximin and Minimax criteria with examples.

OR

- B Consider a game where Player A has two strategies and Player B has three strategies. The payoff matrix is:

	B1	B2	B3
A1	2	4	6
A2	5	3	2

Find the saddle point and optimal strategies

- 3 A Explain the business applications of Linear Programming with examples.

OR

- B b) Solve the following using the Graphical Method:

$$\text{Max } Z = 4x + 6y$$

Subject to: $x + 2y \leq 8$; $3x + y \leq 9$; $x, y \geq 0$

- 4 A Solve the following assignment problem using Hungarian Method:

	W1	W2	W3	W4
P1	9	2	7	8
P2	6	4	3	7
P3	5	8	1	8
P4	7	6	9	4

OR

- B Explain the MODI method for optimality testing in transportation problems

- 5 A Write a note on the classification of Queuing Models.

OR

- B b) A service center has a Poisson arrival rate of 10 per hour and an exponential service rate of 15 per hour. Find: (i) L_s (number in system), (ii) W_s (time in system), (iii) L_q , W_q .

- 6 A What is the Travelling Salesman Problem? Discuss its relevance.

OR

- B Explain the applications of sequential decision making in production and pricing strategies.

7

SECTION – C :: CASE STUDY (15 MARKS)

Queuing Theory:

A customer service counter receives customers at the rate of 6 per hour (Poisson distributed). The service rate is 8 per hour (exponentially distributed).

Q. Analyze the system by calculating:

- Average number of customers in queue
- Average waiting time in queue
- Probability that the system is idle
- Utilization factor

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[MAX. MARKS: 80

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FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS R-16 & R-21 OLD) EXAMINATIONS JULY 2025
BUSINESS RESEARCH METHODS (OLD)
PAPER-VI

TIME: 3 HRS]**[MAX. MARKS: 80**

SECTION - A (5 X 3 = 15 Marks)

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- | | | | |
|---|-----------------------------|---|------------------------------------|
| A | Types of Business Research? | E | Content validity |
| B | Confidentiality in research | F | Structured interviews |
| C | Problem identification | G | Associational statistical measures |
| D | Statement of Hypothesis | H | Oral presentation |

SECTION – B (5 X 10 = 50 Marks)

ANSWER ALL QUESTIONS

2 A Define Business Research and discuss the significance of Scientific investigation

OR

B Does a manager require Business Research output in taking decisions?

3 A Write a note on preliminary data gathering and Literature Survey.

OR

B What are the components of theoretical framework?

4 A Discuss the types of research designs in detail

OR

B Explain the distinction between nominal and ordinal scales

5 A What are the sources of data? Discuss the significance of role of data collection in business research

OR

B Discuss the guidelines for construction of questionnaire

6 A Explain the components of Research reports

OR

B What are the guidelines for preparation of good research report?

7 **SECTION – C :: CASE STUDY (15 MARKS)**

Mr.Rahul and Rathana wants to enter into the market with readymade shirts with a new brand by conducting market research first. They would like to employ several methods like surveying potential customers, analysing competitors in the markets, and gathering demographic data. Mr. Rahul and Rathana believes that this research helps them understand market demand, preferences, and the best location. The findings will inform their business plan and increase their chances of success. Mr.Rahul and Rathana wants to have a breakdown of their proposed research like, the current situation of the markets, research methods, findings and application to run the proposed unit.

Questions:

1. As a researcher what you would advise to Mr.Rahul and Rathana to conduct the research?
2. If you are an entrepreneur, what kind of breakdown you would follow to conduct research?
3. Does the Market Research really helps Mr.Rahul and Rathana to establish the unit?

FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS OLD) EXAMINATIONS, JULY 2025
MANAGERIAL COMMUNICATION
PAPER – VII

Time:3 Hrs]

[Max. Marks:80

SECTION - A (5 X 3 = 15 Marks)

Answer any FIVE of the following

- 1 A What are the components of communication?
- B Alternative technologies in communication
- C Interpersonal communication
- D Procedure for conducting of meetings
- E Written communication role
- F Memorandums
- G Classical perspective of communication
- H Laden communication

SECTION – B (5 X 10 = 50Marks)

Answer ALL Questions

- 2 A Define communication and discuss the significance of 7C's of communication
OR
B Explain the role of business communication in the global context
- 3 A Discuss the strategies for improving oral presentation
OR
B What is interpersonal communication? Discuss the role of Dyadic Communication
- 4 A Discuss the process of preparing effective business messages
OR
B Explain the types of reports and its preparation
- 5 A What are the human and integrative perspectives of communication?
OR
B What are the structural issues affecting communication?
- 6 A What are the approaches to manage conflicts in communication?
OR
B Discuss the role of communication for improving organisational effectiveness.

SECTION-C (15 Marks)

CASE STUDY

Mr.Richard Dick, working as Manager Operations at Holiday Inn hotels in Bombay. Since the booking for holiday inn hotels are through online, Mr.Richard Dick has assigned the task to Mrs.Mary Vilasini to look after online bookings and respond to the customers who needs the service. Mrs.Mary Vilasini was not able to handle online bookings and provide the needed service to the customers when they come to Holiday Inn hotel. The bookings and services reports are not being maintained properly. The Holiday Inn hotel reviews were negative and rating was very low due to Mrs.Mary Vilasini's poor communication and conflicts with customers in hotel services in Holiday Inn hotel at Bombay. The management of Holiday Inn hotels have terminated Mr.Richard Dick and Mrs.Mary Vilasini for their non maintenance of records, conflicting communication and services to the customers.

Questions:

1. What should have been the strategy of Mr.Richard Dick to deal with customers?
2. How do you narrate Mrs.Mary Vilasini's responsibility to the customers and organisation?
3. What are your suggestions to improve Holiday Inn hotel rating in their services?