

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATION AUG/SEPT 2023
CREATIVITY AND INNOVATION
PAPER - I

TIME: 3 HRS]

[MAX. MARKS: 80]

SECTION - A (5 X 3 = 15 Marks)

ANSWER ANY FIVE OF THE FOLLOWING

1 A What is convergent thinking
B Creative Intelligence
C Adult Environment
D Traits of Creativity
E Creative Team
F Creative Encounter
G Creative Society
H Innovation

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

2 A What is creativity? Discuss creative Intelligence

OR

B What are the social and spiritual roots of creativity?

3 A Explain the Creativogenic Environment

QR

B What are the strategies for unblocking creativity?

4 A What are the techniques of creative problem solving?

QR

B Discuss creative Human Resource Management practices

5 A What are the issues in design of creative organisations?

OR

B Explain the model of creative society?

6 A What is the design of successful innovative organisations?

OR

B What are the skills sponsoring innovation?

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

Mr.Ravindranath started his career 10 years ago as an entrepreneur in selling eateries from a mobile cart on the Marina beach in Chennai amidst all odds. Today, he has overcome the hurdles and owns a chain of restaurants in Chennai. He was always interested in cooking and passionate about trying out new dishes to attract the customers. The only concern was that he shouldn't become burden for his parents and tried to be economically independent. He started making pickles, squashes and jams at home and tried variety of dishes. Today he has become model to many young students in Chennai.

Questions:

1. What are the creative traits of Mr.Ravindranath to start his venture?
2. If you are the entrepreneur, what kind of creative decisions you would take?
3. What kind of creative strategies are required to expand Mr. Mr.Ravindranath business?

A row of five solid black stars, likely used for rating a product or service.

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) BACKLOG EXAMINATION AUG/SEPT 2023
INTERNATIONAL BUSINESS
PAPER - I

TIME: 3 HRS] **[MAX. MARKS: 80**
SECTION - A (5 X 3 =15 Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Define the term "strategic alliance" in the context of international business and provide an example
- B How do ethics and social responsibilities come into play for international firms operating across diverse cultures?
- C What is the significance of technology transfer in the context of international operations?
- D Define the term "cross-border liability" and explain its relevance for MNEs.
- E State the role of the International Monetary Fund (IMF)
- F Give an example of a customs union and its impact on trade.
- G Write a note on corporate governance mechanisms
- H main components of an international financial management strategy

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

- 2 A Discuss the concept of "global competitiveness alignment" and explain how companies can map shifts in competitiveness
OR
B Describe the key elements of an entry strategy for a company looking to expand its international presence
- 3 A Analyze the challenges that international companies face when it comes to knowledge management across borders
OR
B Examine the implications of mergers and acquisitions (M&A) for international companies
- 4 A Evaluate the Role of Indian MNE's in International Business
OR
B Explore the challenges and considerations that managers of MNEs face when operating in a foreign regulatory environment
- 5 A Provide an in-depth overview of the General Agreement on Tariffs and Trade (GATT) and the World Trade Organization (WTO).
OR
B Explain the key differences between bilateral trade laws and multilateral trade laws
- 6 A Explain the concept of "Porter's model of competitive advantage
OR
B Analyze the significance of global standard quality management for international businesses

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

You are a marketing manager of a textile company that is looking to venture into international business. The country you want to target first is the UK. You want to start by exporting to UK.

Q.)What environmental factors would you keep in mind and how would you analyse the business environment of the UK?

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATION AUG/SEPT 2023
BUSINESS LAW AND ETHICS
PAPER - II

TIME: 3 HRS]**[MAX. MARKS: 80****SECTION-A (5 X 3 =15 Marks) ANSWER ANY FIVE OF THE FOLLOWING**

- 1 A Write an note on Concept of "Inter-corporate Loans and Investments
- B outline the procedure for the inspection and investigation of company books
- C Define the term "void contract" and provide two examples of situations
- D Differentiate "anticipatory breach" and "actual breach" of a contract
- E Objectives of the Information Technology Act 2000
- F Concepts of Digital Signatures and Cyber Crimes as Addressed by the IT Act
- G List Three Characteristics of an Ethical Organization and Explain Their Significance
- H Concept of Corporate Social Responsibility (CSR)

SECTION - B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

- 2 A Describe the types of general meetings, , and their purposes

OR

- B Examine the Role and Responsibilities of a Company Secretary as Defined by the Indian Companies Act 1956

- 3 A Discuss the Elements of a Valid Contract under the Indian Contract Act

OR

- B Analyze the Provisions of the Sale of Goods Act and Their Impact on Commercial Transactions

- 4 A Explain the Objectives and Key Provisions of the Consumer Protection Act 1986

OR

- B Discuss the Key Provisions of FEMA that Regulate Foreign Exchange Transactions and Cross-Border Investments

- 5 A Discuss the Significance of Ethics in Business and How It Impacts Organizational Success

OR

- B Explain how effective corporate governance structures can prevent fraudulent activities

- 6 A Describe the Implementation and Benefits of Codes of Conduct in Promoting Ethical Behaviour

OR

- B Elaborate on the role of corporate culture in shaping employee behaviour and fostering ethical conduct

SECTION - C : CASE STUDY : (15 MARKS)

Sarah is a senior manager in a pharmaceutical company. The company has been facing increased competition, and there is pressure to release a new drug quickly to maintain its market position. Sarah's team has been working on a drug that shows promise in treating a rare medical condition, but the clinical trials have not been completed yet. The company's financial projections heavily rely on the success of this drug.

Sarah's team has discovered that the drug, while showing positive results in initial tests, might have potential side effects that could be harmful to patients in the long term. The company's leadership is eager to proceed with the drug's launch, and they want Sarah to present the results in a way that downplays the potential risks.

Questions to answer:

1. If you were Sarah, how you will handle the situation?
2. Discuss the options available before Sarah
3. Analyse the various decisions which may impact the company and Present the outcome

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21NEW) EXAMINATION AUG/SEPT 2023
MANAGEMENT INFORMATION SYSTEM & E-BUSINESS
PAPER - II

TIME: 3 HRS]**[MAX. MARKS: 80]****SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING**

1 A Information System Resources	E e-CRM
B Development cycle of Information System	F Digital Signature
C Public Key Infrastructure (PKI)	G Objectives of ERP
D Limitations of E- Commerce	H Data warehouse

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

2 A Explain the various functions of Information Systems
OR
 B Explain the phases in Decision Making Procedure

3 A What are Information Security controls? Explain the principles of Information Security?
OR
 B What are ethical and societal challenges of Information System

4 A What is M-Commerce? Explain the advantages and Disadvantages of M - Commerce
OR
 B Describe the term E –Commerce. What are the various social and economic impacts of E- Commerce

5 A What is E –Procurement? Explain the primary steps of E - procurement
OR
 B Explain about Security issues on Electronic payment system

6 A Explain ERP modules and their features
OR
 B Differentiate Customer Relation Management and Supply Chain Management

SECTION – C : CASE STUDY : (15 MARKS)

A waiter takes an order at a table, and then enters it online via one of the six terminals located in the restaurant dining room. The order is routed to a printer in the appropriate preparation area: the cold item printer if it is a salad, the hot-item printer if it is a hot sandwich or the bar printer if it is a drink. A customer's meal check-listing (bill) the items ordered and the respective prices are automatically generated. This ordering system eliminates the old three-carbon-copy guest check system as well as any problems caused by a waiter's handwriting. When the kitchen runs out of a food item, the cooks send out an out of stock message, which will be displayed on the dining room terminals when waiters try to order that item. This gives the waiters faster feedback, enabling them to give better service to the customers. Other system features aid management in the planning and control of their restaurant business. The system provides up-to-the-minute information on the food items ordered and breaks out percentages showing sales of each item versus total sales. This helps management plan menus according to customers' tastes. The system also compares the weekly sales totals versus food costs, allowing planning for tighter cost controls. In addition, whenever an order is voided, the reasons for the void are keyed in. This may help later in management decisions, especially if the voids consistently related to food or service. Acceptance of the system by the users is exceptionally high since the waiters and waitresses were involved in the selection and design process. All potential users were asked to give their impressions and ideas about the various systems available before one was chosen.

Questions:

1. In the light of the system, describe the decisions to be made in the area of strategic planning, managerial control and operational control? What information would you require to make such decisions?
2. What would make the system a more complete MIS rather than just doing transaction processing?
3. Explain the probable effects that making the system more formal would have on the customers and the management.

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FACULTY OF BUSINESS MANAGEMENT

M.B.A IV SEMESTER (CBCS R-16 OLD & R-21 NEW) EXAMINATION AUG/SEPT 2023

ENTREPRENEURSHIP DEVELOPMENT

PAPER - III

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Characteristics of Entrepreneurs
- B Feasibility Study
- C Venture Capital
- D New Entry Opportunity
- E Family Business
- F Intrapreneurship
- G Risk Reduction Strategies
- H Women Entrepreneurship

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

- 2 A Define Entrepreneurship? Explain the traits, nature and importance of Entrepreneurs?

OR

- B Write about the theories of Entrepreneurship and its development?

- 3 A What do you mean by Feasibility Planning? Discuss the fundamentals of Feasibility Plan?

OR

- B Discuss the importance of Creativity in Business? How to identify New Ideas?

- 4 A Write a detail note on sources of Finance? Discuss about types of Venture Financing?

OR

- B Discuss in brief about Marketing Communications and Production Management in SME's?

- 5 A Explain the step by step procedure in developing an Entrepreneurial Strategy?

OR

- B What are Entry Strategies for New business Entrants?

- 6 A Explain the concept of Rural Entrepreneurship? Discuss the challenges and opportunities associated with it?

OR

- B Explain the importance of Family Business? Suggest few strategies to improve Family Business?

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

Herman Miller, a large office furniture company, has partnered with California firm to show corporate clients how to get the full benefits out of its furnishings. The firm, Future Industrial Technologies, specializes in work place ergonomics training. Working through Herman Miller's dealership network, customers can arrange two-hour training sessions for small groups of employees. The sessions are run by some of the 1,200 physical therapists, occupational therapists, registered nurses, and chiropractors who work under contract to Future Industries Technologies. While customer ergonomics training results in only modest revenue gains for Herman Miller, the company feels that teaching healthy work habits creates higher levels of satisfaction for customers and sets Herman Miller products apart.

Questions

1. Identify the challenges for Herman Miller
2. What are the alternative plans for Herman Miller to promote its furnishings

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FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R16 OLD) EXAMINATION AUG/SEPT 2023
MANAGEMENT INFORMATION SYSTEMS

TIME: 3 HRS] **PAPER - IV** **[MAX. MARKS: 80]**
SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A What is the fundamental purpose of a Management Information System (MIS) in an organization?
- B Write a short note on Business Process Reengineering
- C Write the need for Prototype
- D Concept of Production Information Systems (PIS)
- E Primary goal of Requirement Analysis in systems development,
- F Factors should be considered during the implementation system development
- G Key principles of data security within Information Systems?
- H Concept of IT governance

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

- 2 A Discuss the role of MIS in modern organizations. How has MIS transformed the way businesses operate and make decisions?

OR

- B Discuss the concept of using Information Systems for gaining a competitive advantage. How can a company leverage its Information Systems to outperform competitors in the market?
- 3 A Explain Herbert Simon's Model of the Decision-Making Process in detail. How does this model relate to the role of Information Systems in supporting decision-making?

OR

- B How do Expert Systems differ from traditional Decision Support Systems, and what are their specific applications in decision-making?
- 4 A Explore the significance of Financial Information Systems in the strategic planning of an organization

OR

- B Discuss the role of Information Systems in improving Human Resources Management
- 5 A Describe the various phases of the System Development Life Cycle (SDLC). Why is feasibility analysis an essential part of this cycle?

OR

- B Discuss the challenges and benefits of implementing Systems Project Management methodologies.
- 6 A Compare and contrast Centralized, Decentralized, and Distributed Processing in Information Systems. What are the advantages and disadvantages of each approach?

OR

- B Explore the potential risks, controls, and threats associated with Information Systems. How can organizations mitigate these risks effectively?

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

You are a marketing manager for a national movie theatre chain. Give an example of data that your department could use for creating meaningful information. What type of information could that data produce? Draw one important input screen and one MIS report.

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R21 NEW) EXAMINATIONS AUG/SEPT 2023
TOTAL QUALITY MANAGEMENT
PAPER - IV

TIME: 3 Hrs]

[Max. Marks: 80

SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Process control
- B Scatter diagram
- C Juran's Trilogy
- D POKA YOKE
- E Third party audit
- F PDCA cycle
- G Acceptance sampling
- H Ishikawa diagram

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

- 2 A Explain the evolution of TQM in India?

OR

- B Explain the different types of control charts and their applications?

- 3 A What are quality circles and explain their objectives and benefits?

OR

- B What is JIT and explain its advantages and disadvantages?

- 4 A What is cost of quality and explain its types?

OR

- B Define Terotechnology and explain its goals and applications?

- 5 A What is SIX SIGMA and Explain its role and responsibilities?

OR

- B What is FEMA and explain types and stages of FEMA?

- 6 A Explain the importance of ISO certification modern era?

OR

- B Explain the documentation procedure to get ISO9000?

7 CASE STUDY : SECTION –C (15 MARKS)

JoyBeach, a recently started holiday resort in Hyderabad, solicits a Quality Action Report for enabling and improving its service Quality in many of its departments. The report requires domain wise suggestions, methods, tools and techniques, resources etc to be adopted for providing state-of- the-art Quality in its resort services.

Assume your role as Manager (Quality Control) in this firm and you were asked to prepare a draft covering various quality dimensions to be followed in the resort to provide quality service.

Questions:

- 1) What quality dimensions you would consider? Justify your with valid points.
- 2) Do you believe in the statement “Quality is meeting or exceeding customer expectations?” Comment

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FACULTY OF BUSINESS MANAGEMENT
M.B.A. IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS AUG/SEPT 2023
PERFORMANCE AND COMPENSATION MANAGEMENT
(HUMAN RESOURCE ELECTIVE)
PAPER – V (A)

TIME: 3 HRS]**[MAX. MARKS: 80]****SECTION - A (5 X 3 =15Marks) ANSWER ANY FIVE OF THE FOLLOWING**

1	A Performance Management	E Compensating Differentials
	B Team based Performance Management	F Key Performance Indicators
	C Incentives	G ESOPs
	D Job Evaluation	H Cost of Living adjustments

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

2 A Explain about the objectives and process of Performance Management

OR

B What are the Key Result Areas? Explain its usage in Performance Management

3 A Explain about the significance of reward based Performance management system

OR

B Discuss about the Performance Management Practices in Indian Organizations

4 A Discuss the Objectives, Principles and Importance of Compensation.

OR

B Explain about the issues in Executive Compensation.

5 A Explain the use of Job Analysis and Job Evaluation in designing Pay structures.

OR

B Discuss about the determinants of International Compensation System

6 A Discuss about the issues in Pay for Performance

OR

B Write a note on determinants of grades and ranges of pay.

SECTION – C : CASE STUDY : (15 MARKS)

Raja Steel (Pvt.) Ltd. founded 18 years back by Mr.Gopal and was having a booming time and he worked both in the office and in the factory and has cordial relations with all in the factory. Production standard were always maintained and labour turnover was practically non-existing. As the business mushroomed, the number of workers has progressively increased. Thus, Mr.Gopal's greetings and conversation with his workers became less frequent and he could no longer supervise the factory. Thus, he hired another man, Mr. Rakesh as a plant supervisor. At this time though the number of workers increased to about 500, labour turnover and absenteeism increased along with the labour cases and productivity decreased. In order to meet the situations, Mr.Gopal granted substantial increase in wages which were already high and made some arrangements for increment earnings based on merit rating on seniority. Yet labour turnover and absenteeism continue at a high rate. It was found that Mr .Rakesh could not handle the properly with workers and lacked the patience and understanding. When something went wrong no attempt was made to find the case of faulty work and instead treated them badly. Meanwhile, labour unrest developed. Workers began to complain about working on Saturdays and not having either time or facilities to change from work clothes to original dresses after work, about toilet facilities etc. Some of the claims were' not found sufficiently justified or easy to meet. Mr.Gopal offered to workers as compensation, a new rise in wages with more liberty in allowing vacation time, all of which the company could well afford.

Questions:

1. Were the steps taken by Mr.Gopal appropriate?
2. What do you think he should have done in order to improve the situation?

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FACULTY OF BUSINESS MANAGEMENT
M.B.A.IV SEMESTER (CBCS R-16 OLD) EXAMINATION AUG/SEPT 2023
PERFORMANCE MANAGEMENT
PAPER – V (A)

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING

1	A Performance Management	E HR Planning
	B Counseling	F Reward based performance
	C Leadership	G Shop floor workers
	D Teams	H Role clarity

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

2 A Brief the principles and limitations of performance management

OR

B Explain the Impact of Competency Goal in the Performance Management System

3 A Write about the Deciding key performance Indicators (KPIs)

OR

B Discuss the Performance Management strategy for creating high Performance organization.

4 A Brief the Team based Performance Management and explain its significance.

OR

B Discuss the Performance Management practices followed in Indian Organizations.

5 A Diagnosing Performance Problems and its solutions with examples

OR

B Brief about True value of Hiring and Retaining Top Performers.

6 A Write a short notes on planning performance on Role Clarity, Accountability and Effectiveness

OR

B Discuss the competitive advantage through Performance Management

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

The Quarterly Performance Review (QPR) which was introduced at Yahoo! Inc. by CEO Marissa Mayer shortly after she joined the company in 2012. As part of QPR, managers scored their employees and distributed them into 'greatly exceeds,' 'exceeds,' 'achieves,' 'occasionally misses,' and 'misses' categories, with a target percentage of employees to be distributed into each category. The lower ranked employees were fired while the higher ranked ones were rewarded. This HR policy was widely criticized in the media for being similar to stack ranking. Yahoo also faced a lawsuit from a former Yahoo editor, Gregory Anderson, who accused the company of executing QPR in an arbitrary way to lay off employees on a huge scale. He further alleged that even if all the employees on a team were performing well or at the same level, managers were required to place some of them in the 'occasionally misses' and 'misses' buckets to meet their targets. While Yahoo stood by its QPR, critics felt that stack ranking was not a very effective performance appraisal policy and Mayer should look for a more effective one to revive the fortunes of Yahoo

Questions

1. Explore how Yahoo can improve its performance appraisal policy, in tune with its employees' expectations and business need.

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS AUG/SEPT 2023
SERVICES MARKETING
(MARKETING ELECTIVE)
PAPER – V (B)

TIME: 3 HRS]**[MAX. MARKS: 80]****SECTION - A (5 X 3 = 15Marks)****1 Answer any FIVE of the following**

- A How physical evidence is important for service sector?
- B What are the different customer expectations regarding services?
- C What are the different types of service scapes?
- D What is services marketing triangle?
- E Write a short note on Tourism Products.
- F What is Inseparability?
- G What is the role of intermediaries in services marketing?
- H What is Knowledge Gap in Service Quality Gap Model?

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

2 A What are services? Identify important trends in services? Explore the profound impact of technology on service?

OR

B How do you think services differ from goods? Both a product like butter and service like airline are vulnerable of becoming perishable but in different ways. What essential elements differentiate goods from services?

3 A Discuss the issues involved in Customer Service?

OR

B Discuss the need and benefits of Service Recovery?

4 A Discuss the role of employees in Service Delivery?

OR

B What is Service Design and how is it important?

5 A Write a brief note on Integrated Services Marketing Communications?

OR

B Discuss the gaps in SERVQUAL Model?

6 A Discuss the issues involved in marketing of Banking Services.

OR

B Describe the strategies suitable for marketing of Health Care Services.

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

A national cleaning service sent several crews to Florida after the hurricanes of 2004. The crews were trained to deal with mud, mildew and all the problems of making a flooded home or building inhabitable again. The print and media ads that the cleaning service ran stated that the company had a patented system that would remove all unpleasant odours from flooded structures and leave a clean smell. Its sales reps who contacted owners of apartment complexes and shopping centers promised that the crews could come into an average size of apartment complex and have it looking and smelling like new in two weeks. Several people who rent apartments in the complexes that the service cleaned have commented unfavourably on the sweet-smelling air freshener the company used to mask the smell and noted the moldy odour was still perceptible. Also, the time required to clean a complex was more like four weeks instead of the two as promised.

1. Which provider gap does this example describe?
2. List various strategies that can be used to narrow and possibly eliminate this provider gap.

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FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATIONS AUG/SEPT 2023
SERVICES MARKETING
PAPER – V (B)

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION-A (5 X 3 =15Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Write the Classifications of services.
- B Significance of service differentiation strategy
- C How can service firms effectively support their products through service strategies?
- D How does marketing differ for various modes of transportation services?
- E How can financial services build customer trust in their marketing efforts?
- F Relationship Marketing
- G Physical Distribution
- H Telecom Services

SECTION-B(5 X 10=50Marks) ANSWER ALL QUESTIONS

- 2 A Explain the role of service sector in Indian economy. Discuss its importance in developing economy like India.

OR

- B What are the main challenges and problems faced in service marketing? Provide practical examples to highlight these challenges.

- 3 A Discuss the significance of physical evidence, people, and process in the extended marketing mix for services. Provide examples for each element

OR

- B Explain the pricing strategies applicable for services with suitable examples

- 4 A Discuss the importance of service quality in service marketing. How can service firms measure and improve service quality?

OR

- B How does demand management contribute to the success of service firms? Explain

- 5 A Analyze the marketing strategies for tourism and travel services. What factors contribute to the success of these strategies?

OR

- B Describe the marketing strategies employed by hotels in the hospitality industry. Provide examples to illustrate these strategies

- 6 A Discuss the marketing of insurance services and the challenges faced in this sector

OR

- B Analyze the marketing of healthcare services. How can healthcare providers effectively market their services to patients?

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

Answer the following **TWO** case situations

- a) Think of a service establishment where customers can influence each other (say, airline). What are the potential cases of positive and negative customer influence? Discuss how you would manage the situation to increase overall customer satisfaction
- b) “Simultaneous production and delivery of service leads to numerous operational issues in service marketing.” As a manager of an organized food retail store, what specific steps would you take to minimize the implications on your business arising out of this?

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATION AUG/SEPT 2023
PORTFOLIO MANAGEMENT
(FINANCE ELECTIVE)
PAPER – V (C)

TIME: 3 HRS]**[MAX. MARKS: 80]****SECTION - A (5 X 3 = 15 Marks)****1 Answer any FIVE of the following**

- A Concept of portfolio
- B Investment policy
- C Efficient frontier
- D Portfolio risk
- E Sharpe optimization
- F Arbitrage pricing theory
- G Treynor ratio
- H Market indices

SECTION – B (5 X 10 = 50 Marks)**Answer ALL questions****2 A What are the investors' objectives in investing his/her funds in the stock market?****OR**

- B Explain the process of investment undertaken by the investor.

3 A Illustrate the calculation of the expected return of a portfolio with an example.**OR**

- B Define Markowitz diversification. Explain the statistical method used by Markowitz to reduce risk.

4 A 'The single index model results in a substantial reduction in inputs required for portfolio analysis.' Elucidate.**OR**

- B What is meant by optimal portfolio? How is it identified?

5 A Compare and contrast CML and SML.**OR**

- B 'CAPM can be used to evaluate the pricing of securities.' Discuss.

6 A What is differential return? Explain how Jensen ratio measures the differential return of a portfolio.**OR**

- B 'Portfolio evaluation essentially comprises two functions, performance measurement and performance evaluation.' Discuss.

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

The following table provides information regarding the portfolio return and risk.

Portfolio	1	2	3	4	5
Expected Return	10	14	15	16	20
Standard Deviation	4	6	5	10	14

(a) The treasury bill rate is 5%. Find the best portfolio?

(b) If standard deviation is 12%, what would be the expected return?

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FACULTY OF BUSINESS MANAGEMENT
M.BA IV SEMESTER(CBCS R-16 OLD) EXAMINATIONS AUG/SEPT 2023
PORTFOLIO MANAGEMENT
PAPER – V (C)

TIME: 3 HRS]

[MAX. MARKS: 80]

SECTION-A (5 X 3 =15Marks) ANSWER ANY FIVE OF THE FOLLOWING

1 A	Objectives of portfolio management	E Arbitrage pricing theory
B	Minimum risk portfolio	F Corner portfolios
C	Optimal portfolio	G CAPM assumptions
D	Covariance	H Differential Return

SECTION-B(5 X 10=50Marks) ANSWER ALL QUESTIONS

2 A “Modern portfolio theory helps in the optimal allocation of global resources” Comment.

OR

B What is portfolio? Spell out the key steps involved in portfolio management.

3 A Discuss Markowitz Risk-Return Optimization.

OR

B Stocks ‘Alpha’ and ‘Beta’ had the following returns over the past 5 years. Determine the covariance and correlation co-efficient for the two stocks.

Year	Alpha Return (%)	Beta Return (%)
2018	8	10
2019	9	-12
2020	14	18
2021	16	20
2022	20	14

4 A How the efficient frontier is determined using the Markowitz approach? Explain.

OR

B Mr. Vignesh is constructing a optimum portfolio. The market return forecast says that it would be 13.5 per cent for the next two years with the market variance of 10 per cent. The riskless rate of return is 5 per cent. The following securities are under review. Find out the optimum portfolio.

Company	Alpha	Beta	Residual variance
ABC	3.72	0.99	9.35
DEF	0.60	1.27	5.92
GHI	0.41	0.96	9.79
JKL	-0.22	1.21	5.39
MNO	0.45	0.75	4.52

5 A Write a detailed note on Single Index Model and Arbitrage Pricing Theory.

OR

B Ganesh is considering several investments. The risk-free rate of return is currently 7.5 % and the expected return for the market is 14 %. What should be the required rates of return for each investment (using the CAPM)?

Security	Krishna	Arjuna	Rama	Anjaneya	Karna
Beta	1.20	0.75	1.25	0.70	1.30

6 A Explain about Sharpe's Reward-to-Variability measures of performance evaluation of portfolio.

OR

B The return and risk figures of two mutual funds and the stock market index are given in the table:

Fund	Return (per cent)	Standard deviation (per cent)	Beta
Gold	12	18	0.7
Silver	19	25	1.3
Market Index	15	20	1.0

The risk free rate of return is 7 per cent. Determine the Sharpe, Treynor and Jensen's performance index.

7

SECTION – C : CASE STUDY : (15 MARKS)

Determine portfolio risk if $W_a = 30$, $W_b = 70$, $SD_a = 25$, $SD_b = 30$, If $R_{ab} = 0.80, 0.00, -0.90$? Also determine total return of A & B, if return on security A is 28 % & B is 32 %.

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATION, AUG/SEPT 2023
MANAGEMENT OF INDUSTRIAL RELATIONS (HRM ELECTIVE)
PAPER - VI

TIME: 3 HRS]

[MAX. MARKS: 80]

SECTION - A (5 X 3 = 15 Marks)

ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Participants in Industrial Relations
- B The system model perspective
- C Components of minimum wages
- D Deductions for damage or loss
- E Responsibilities of employer for health and safety
- F Licensing of factories
- G Employees Provident Fund
- H Industrial relations in Japan

SECTION - B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

- 2 A Discuss the functional requirements of successful industrial relations programme

OR

- B What are the methods to settle industrial disputes?

- 3 A Explain the procedure for revising and fixing the minimum wages

OR

- B Discuss the procedure for payment of various undisbursed dues in case of death of employee

- 4 A What are the specific responsibility of the occupier in relation to hazardous processes?

OR

- B Discuss the permissible limits of exposure of chemicals and toxic substances

- 5 A Explain the payment of gratuity act 1972

OR

- B Explain unrecognised workers social security act 2008

- 6 A What are the objectives and functions of International Labour Organisation?

OR

- B Impact of technological change on Industrial relations

SECTION - C : CASE STUDY : (15 MARKS)

A multinational company specialised in food processing has been operating in India for about 3 decades. The company has decided to expand its production and decided to shift the company to a new location about 20km. The union has demanded to increase the wages other health and safety measures since it is a new location. The management has not agreed to the demands of the unions and instructed the workers to work with the same wages. The management was very firm on its decision and the union has refused to follow the instructions of the management. The production went down drastically and the company was not able to meet the demands of the market. The management has suspended the union leaders and constituted an enquiry team to sort out the issue.

Questions:

1. If you are the manager, what kind of step that you would take?
2. Do you justify the decision of the management in suspending union leaders?
3. As a HR Management of the company how you would resolve the issue?

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FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATION, AUG/SEPT 2023
GLOBAL MARKETING (MARKETING ELECTIVE)
PAPAE - VI

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION-A (5 X 3 =15Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Define Global Marketing
- B Global Cultural Environment
- C Factors of Country Attractiveness
- D Dumping
- E Global Personal Selling
- F Drivers towards Globalisation
- G Transfer Pricing
- H Outsourcing

SECTION-B(5 X 10=50Marks) ANSWER ALL QUESTIONS

- 2 A State the objectives of Global Marketing? Discuss the need and importance of Global Marketing?

OR

- B Explain the evolution of Global Marketing? Write about Country Specific Advantages?

- 3 A Write in detail about Global Economic Environment and its relevance?

OR

- B How to analyse Global Marketing Environment? Discuss the key Environment factors?

- 4 A What are the different types of Global Entry Strategies?

OR

- B What do you mean by Segmentation? How to segment Global Customers?

- 5 A What factors influence Global Pricing? Discuss few Global Pricing Methods?

OR

- B Comment on Standardisation Vs Localisation?

- 6 A How to design and develop a Global Distribution Channel? What factors influence it?

OR

- B Discuss about Global Promotion Strategies?

SECTION – C CASE STUDY : (15 MARKS)

KFC is the world's largest fast-food chicken chain, owning or franchising 12,800 outlets in about 90 countries- 60 percent of them outside the United States. KFC had a number of obstacles to overcome when it entered the Japanese market. The Japanese saw fast-food as artificial, made by mechanical means, and unhealthy. To build trust in the KFC brand, advertising showed scenes depicting Colonel Sanders' beginnings in Kentucky that conveyed southern hospitality, old American tradition, and authentic home cooking. The campaign was hugely successful, and in less than eight years KFC expanded its presence from 400 locations to more than 1,000. KFC is China's largest, oldest and most popular quick service restaurant chain, also with over 1,000 locations. KFC is the most popular international brand throughout China, ranking higher than all others, according to a consumer survey conducted by A.C Nielsen. Next targeted country for KFC is INDIA

Questions

1. Identify the challenges of KFC when it attempted expansion?
2. If KFC wants to expand its market to INDIA, What environment factors it should study and why?

FACULTY OF BUSINESS MANAGEMENT

M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS AUG/SEPT 2023

FINANCIAL DERIVATIVES (FINANCE ELECTIVE)

PAPER - VI

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Significance of derivatives
- B SPAN margin system
- C Types of forward contract
- D Forward rate agreements
- E Currency options
- F Greeks of Black schools model
- G Theta
- H Order driven market

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

- 2 A What are the different types of financial derivatives? Explain their features in brief.

OR

- B Discuss the evolution and growth of derivative markets.

- 3 A Distinguish between forwards and futures.

OR

- B How forward contracts work? Discuss.

- 4 A Discuss the various types of options.

OR

- B What are the various trading strategies involving options? Discuss.

- 5 A Compare the contrast the Black-Scholes model with the Binomial model.

OR

- B What are the factors affecting option prices according to Black Scholes model?

- 6 A Narrate the recommendations of LC Gupta committee on derivatives.

OR

- B Explain the trading mechanism of derivatives at BSE.

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

Calculate the forward price from the following data:

- i. Forward contract is entered into purchase a coupon bearing bond
- ii. Current price of the bond = Rs.10000
- iii. Coupon rate = 8% p.a.
- iv. Interest is payable semi-annually.
- v. Interest is payable after 3 months and 9 months respectively from the date of entering into the forward contract.
- vi. The maturity period of the forward contract = 10 months.
- vii. Risk free rate of interest = 6% p.a.
- viii. Spot price of the bond = Rs.9500

FACULTY OF BUSINESS MANAGEMENT
M.BA IV SEMESTER(CBCS R-16 OLD) EXAMINATIONS AUG/SEPT 2023
MANAGEMENT OF INDUSTRIAL RELATIONS (HRM ELECTIVE)
PAPER - VI

TIME: 3 HRS

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Industrial Relations
- B Trade Unions
- C Strikes and Lockouts
- D Collective Bargaining
- E Labor relations
- F Economic reforms
- G Disputes
- H Grievance

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

- 2 A Explain the objectives and Participants in Industrial Relations
OR
B Write a short notes on
a)The system model (Dunlops approach) b) The plaudits approach
- 3 A Discuss about the structure and types of Trade unions
OR
B Write about the prevention and settlement of Industrial Disputes
- 4 A Explain the significance, levels and factors influencing collective bargaining.
OR
B Brief Employee Grievance? Explain the Grievance redressal procedure in detail.
- 5 A Discuss about Recognition of Trade Unions practices in foreign countries.
OR
B Write about Industrial Relations system in Great Britain and USA
- 6 A Brief the Difficulties in adoption of ILO conventions and recommendations
OR
B Explain the Impact of technological change on IR with examples

7

SECTION – C CASE STUDY : (15 MARKS)

Answer the following situations :

- A) As a Head, Human Resource Department what are the practices most suitable to Indian scenario to have industrial peace.
- B) As a HR Manager, you have received a lot of grievances from individual workers and also group of workers. How will you handle these grievances for establishing peace in the organisation?

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FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATION, AUG /SEPT 2023
GLOBAL MARKETING (MARKETING ELECTIVE)
PAPER - VI

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION-A (5 X 3 =15Marks) ANSWER ANY FIVE OF THE FOLLOWING

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- B Global Cultural Environment
- C Factors of Country Attractiveness
- D Dumping
- E Global Personal Selling
- F Drivers towards Globalisation
- G Transfer Pricing
- H Outsourcing

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- B Explain the evolution of Global Marketing? Write about Country Specific Advantages?

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OR

- B How to analyse Global Marketing Environment? Discuss the key Environment factors?

- 4 A What are the different types of Global Entry Strategies?

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SECTION – C CASE STUDY : (15 MARKS)

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Questions

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2. If KFC wants to expand its market to INDIA, What environment factors it should study and why?

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FACULTY OF BUSINESS MANAGEMENT
M.BA IV SEMESTER (CBCS R-16 OLD) EXAMINATIONS AUG/SEPT 2023
FINANCIAL SERVICES MANAGEMENT (FINANCE ELECTIVE)
PAPER - VI

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks)

ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Importance of financial services
- B Code of conduct
- C CIBIL
- D Merits of mutual funds
- E Securitization
- F Significance of venture capital
- G Functions of factoring
- H Features of hire purchasing

SECTION – B (5 X 10 = 50 Marks)

ANSWER ALL QUESTIONS

- 2 A What do you mean by financial services? Discuss its features and types.

OR

- B What are the problems faced by financial services industry in India?

- 3 A Elucidate upon the effect of the SEBI guidelines regarding merchant banking in India.

OR

- B What is Credit Rating? What is the Credit Rating Methodology? Briefly describe the top three Indian Credit Rating Agencies.

- 4 A What do you mean by mutual funds? Explain the various types of mutual funds.

OR

- B Discuss the mechanisms of factoring and forfeiting.

- 5 A What is venture capital? Explain the various stages of venture capital financing.

OR

- B What's the difference between venture capital and private equity? What impact does corporate venture investing have on the venture industry?

- 6 A Define leasing. Analyse the advantages of various types of lease under practice in India.

OR

- B "A hire purchase agreement is in many ways similar to a lease agreement." Justify the statement with proper reasoning.

7

SECTION – C CASE STUDY : (15 MARKS)

What do you think is better in performance and why- public mutual funds/private mutual funds?

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATION, AUG/SEPT 2023
RETAIL MARKETING MANAGEMENT
PAPER – VII (B)

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Wheel of Retailing
- B Factors affecting retail site selection
- C Assortment Plan
- D Visual display
- E Need for CRM
- F Hypermarket
- G Online Retailing
- H Grid layout

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

- 2 A Define retailing? Discuss the theories of structural changes in Retailing?

OR

- B Explain the different Formats in Retailing?

- 3 A What are the various types of store locations? How to identify the appropriate Store Location?

OR

- B Write about the principle elements of store design? Explain the process of layout selection?

- 4 A State the importance of merchandise management? Explain the process of merchandise procurement in detail?

OR

- B What are the factors effecting retail pricing? Discuss various retail Pricing Strategies?

- 5 A Explain the role of Human Resource in retail? Suggest strategies to train and motivate them?

OR

- B Explain the need and importance of promotion mix in retailing?

- 6 A Briefly discuss the factors effecting customer buying behaviour? How to segment retail customers?

OR

- B Write a note on Customer Relationship Management strategies in retailing?

7

SECTION – C : CASE STUDY : (15 MARKS)

In one place, you are shopping in a store served by sales person. You may purchase one or two products and conclude the shopping. In another place, you are shopping in a self-service supermarket in which the products have been displayed innovatively. You take whole round of the store and try to visit each corner and consequently you buy some products just because they look attractive. Now, compare your two experiences mentioned above.

Questions:

1. Do you agree that the growth of self-service, in particular, has made interior displays much more important, since they do the selling job of an absent salesperson?
2. How to enhance the Shopping experience?

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TIME: 3 HRS]

[MAX. MARKS: 80]

SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Private Placement
- B Debt Policy
- C Reasons for Mergers
- D Economic Value-Added Approach
- E Corporate Restructuring
- F Value of Right
- G Levered Beta
- H Takeovers

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

2 A Define Strategic Financial Planning and explain its scope.

QR

OR

OR

B Explain: i. Capital Structure Planning
ii. Indifference Point in EBIT-EPS Analysis

4 A What are Corporate Acquisitions? Explain Types of Acquisitions

OR

B Yeshwanth Ltd. wants to acquire Naidu Ltd. and the cash flows of Yes Ltd. and the merged entity are given below:

YEAR	1	2	3	4	5
Yeshwanth Ltd	175	200	320	340	375
Merged Entity	380	430	520	570	630

Earnings would have witnessed 5% constant growth rate without merger and 6% with merger on account of economies of operations after 5 years in each case. The cost of capital is 15%.

The number of shares outstanding in both the companies before the merger is the same and the companies agree to an exchange ratio of 0.5 shares of Yes Ltd. for each share of Naidu Ltd.

Calculate: (i) The Value of Yeshwanth Ltd. before and after merger. (ii) Value of Acquisition and (iii) Gain to shareholders of Yeshwanth Ltd.

5 A What is Corporate Valuation? Explain the approaches of Corporate Valuation.

OR

B i. What is Discounted Cash Flow Analysis?
ii. Consider two competing investments in computer equipment. Each calls for an initial cash outlay of \$100, and each returns \$200 over the next five years making for a net gain

(Contd.....)

of \$100. But the timing of the returns is different, as shown in the table below (Company A Limited and Company B Limited), and therefore the present value of each year's gains is different. Using 10% discount rate compute the Net Present Value (NPV) of A Limited and B Limited and ascertain which company generates better NPV.

Year	0	1	2	3	4	5
A Limited (Rs. In Crore)	-100	60	60	40	20	20
B Limited (Rs. In Crore)	-100	20	20	40	60	60

6 A What is Leveraged Buyout? Explain the need and importance of Leveraged Buyout.

OR

B Explain: i. Financial Restructuring
ii. Problems in Implementing Corporate Restructuring Policies

7

SECTION – C : CASE STUDY : (15 MARKS)

A company has following capital structure:

Equity Shares of Rs.100 each Rs.25,00,000

9% preference shares Rs.9,00,000

7% Debentures Rs.10,00,000

EBIT is at the Rate of 15% on its capital employed. Tax rate is 30 per cent.

Company need additional finance of Rs.25 lakhs for which the following alternatives are available :

- i. Issue of equity shares of Rs.100 each
- ii. 50 percent Issue of equity shares and 50 percent Debentures
- iii. 50 percent Issue of equity shares and 50 percent Preference shares

Which of the alternatives of financing would you recommend and why?

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FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATION, AUG/SEPT 2023
COMPENSATION MANAGEMENT
PAPER – VII (A)

TIME:3 HRS]

[MAX.MARKS:80

SECTION-A (5 X 3 =15Marks) ANSWER ANY FIVE OF THE FOLLOWING

1 A Compensation
B Work flow
C Job Structure
D Balance sheet
E Dearness Allowance
F Budget system
G Pay Mix
H Pay structure

SECTION-B(5 X 10=50Marks) ANSWER ALL QUESTIONS

2 A Brief about forms of Pay, Merit pay and Cash Compensation Base
OR
B Discuss about the Policies on Internal Alignment and External Competitiveness.

3 A Explain about the Government policies regarding components of pay structure.
OR
B Write a short notes on
a)Equity Theory b)Tournament Theory

4 A Brief the Compensating Differentials regarding Job Structure and Pay Structure
OR
B Discuss about Employee Stock Ownership Plans (ESOPs) and Broad Based Option Plans (BBOPs)

5 A Explain how Economic Factors influence in Determinations of International Compensation System
OR
B Brief how the Local Going Rate System is an approaches to International Compensation Management

6 A Discuss the various types of fringe benefits provided in Indian Public sectors with examples.
OR
B Write a short notes on a) Over time Payment b) Annual Bonus c) Canteen Allowance and d) Special allowance

7

SECTION – C : CASE STUDY : (15 MARKS)

You have been appointed by a private limited company as a leading consultant in the firm. The HR manager wishes to introduce performance related pay system.

Advise the management team on the following:

- i. Describe the meaning of performance related pay
- ii. What are the three objectives of performance related pay?
- iii. Develop Four considerations, according to you , in introducing performance related pay
- iv. Present at least four types of performance related pay schemes

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER(CBCS R-16 OLD) EXAMINATION AUG/SEPT 2023
RURAL MARKETING
PAPER – VII (B)

TIME:3 HRS]

[MAX.MARKS:80

SECTION-A (5 X 3 =15Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A What are the Key Characteristics of Rural Markets?
- B Name three types of agricultural inputs and briefly explain their significance in farming
- C Explain the concept of "Channels of distribution" in the context of marketing agricultural products.
- D Briefly describe the objectives and functions of APEDA
- E Explain the concept of rural promotional strategies
- F What is rural brand management, and how does it differ from urban brand management
- G Explain the concept of opinion leaders in rural marketing
- H Features of agricultural products

SECTION-B(5 X 10=50Marks)
ANSWER ALL QUESTIONS

- 2 A Explain the Stages in the Development of Rural Markets
OR
B Discuss the Rural Marketing Environment and Its Impact on Marketing Strategies
- 3 A Examine the challenges and opportunities in the marketing of agricultural inputs in developing countries like India
OR
B Describe the various methods of sale for agricultural products
- 4 A Discuss the defects in agricultural marketing and How do these defects impact the agricultural sector
OR
B Elaborate on the objectives, roles, and the services offered by MARKFED, to farmers and agricultural marketing
- 5 A Discuss the key components of the rural marketing mix
OR
B Explain the challenges and opportunities in rural brand management
- 6 A Examine the various factors that influence rural consumer behaviour
OR
B Describe the initiatives taken by the corporate sector in agri-business, and How do these initiatives contribute to rural development and the growth of the agricultural sector?

7 CASE STUDY : SECTION –C (15 MARKS)

A Global Sansung Company into consumer durables like TV, Refrigerators etc. wants to enter Indian Rural Markets. They are already a leading player in the urban domestic market backed by superior design and technology in India.

The company has appointed you as a retail manager for the rural operations. Based on your knowledge of rural markets.

Suggest :

- (a) Suitable rural product mix.
- (b) Ways to rural promotion.
- (c) Ways to rural distribution. Assume any information not given in the above situation.

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER(CBCS R16 OLD) EXAMINATION,AUG/SEPT 2023
STRATEGIC FINANCIAL MANAGEMENT
PAPER – VII (C)

TIME:3 HRS]**[MAX.MARKS:80]****SECTION-A (5 X 3 =15Marks) ANSWER ANY FIVE OF THE FOLLOWING**

1	A	Private placement	E	Rights Issue
	B	Levered beta	F	Spin-off and Split-off
	C	Consolidated Balance Sheet	G	Exchange ratio
	D	Equity Free Cash Flows	H	Syndicatisation

SECTION-B(5 X 10=50Marks) ANSWER ALL QUESTIONS

2 A Examine the scope and objectives of strategic financial management.

OR

B What are the guideline issued by the SEBI in pricing and allotment of new issue?

3 A Discuss about pecking theory hypothesis.

OR

B What does the point of indifference on the EBIT-EPS analysis signify? What happens when the EBIT level is (a) below and (b) above the point of difference?

4 A Discuss various methods of valuation at the time of merger and consolidation.

OR

B You have been provided the following financial data of two companies:

Particulars	T Ltd.	A Ltd.
Earnings After Tax (EAT) (Rs.)	7,00,000	10,00,000
Equity shares outstanding	2,00,000	4,00,000
Earnings per share (EPS) (Rs.)	3.50	2.50
Price-earnings (P/E) ratio (times)	10	14
Market Price per Share (MPS) (Rs.)	35	35

A Ltd. is the acquiring company, exchanging its shares on a 1:1 basis for T Ltd.'s shares. The exchange ratio is based on the market prices of the shares of the two companies.

- (i) What will be the EPS subsequent to merger?
- (ii) What is the change in EPS for the shareholders of A Ltd. and T Ltd.?
- (iii) Determine the market value of the post-merger firm.
- (iv) Ascertain the profits accruing to shareholders of both the firms.

5 A How is value-based management different from DCF valuation?

OR

B Kakatiya Ltd's earnings before interest and taxes for the financial year 2020 amounted to 5,130 Lakhs. applicable tax rate is 35%. 60% of the company's assets are financed by debt which has an after tax cost of 3.8%, while 40% is financed by equity with a cost of 9.8%. Their average total capital employed over the period amounted to 50,420 Lakhs. Find Economic Value Added.

6 A Explain the various forms of Corporate Restructuring available to businesses these days.

OR

B What do you mean by leveraged buyouts? What are the different parties involved in the process of leveraged buyouts? Explain their role and responsibilities.

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

Bharath Ltd. is considering three financial plans for which the key information is as below:

(a) Total investment to be raised Rs, 4,00,000. (b) Plans of Financing Proportion:

Plans	Equity	Debt	Preference Shares
A	100 %	-	-
B	50 %	50 %	-
C	50 %	-	50

(b) Cost of debt 8 % ;Cost of preference shares 8 % (d) Tax Rate 50 %

(c) Equiy shares of the face value of Rs. 10 each will be issued at a premium of Rs. 10 per share.

(d) Expected EBIT is Rs, 1,60,000

Determine for each plan:

(i) Earnings per share (EPS) (ii)Financial break-even point (iii) Compute the EBIT range among the plans for point of indifference

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FACULTY OF BUSINESS MANAGEMENT
M.B.A. IV SEMESTER (CBCS R-21 NEW) EXAMINATION, AUG/SEPT 2023
STRATEGIC HUMAN RESOURCE MANAGEMENT
PAPER – VII (A)

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks)

1 ANSWER ANY FIVE OF THE FOLLOWING

- A Organization Learning
- B Employee Leasing
- C Strategic alliance
- D Cross Training
- E Balanced Scorecard
- F Diversity Management
- G Strategic Compensation system
- H HRIS

SECTION – B (5 X 10 = 50 Marks)
ANSWER ALL QUESTIONS

2 A Explain the linkage between Strategic Business Planning and Strategic HR development

OR

B Explain the importance and process of Competency mapping

3 A Discuss the necessity of diversity management in India

OR

B Explain the advantages and disadvantages of Employee Leasing

4 A Discuss the Key HR activities in Mergers and Acquisitions

OR

B Explain the methods of forecasting the supply of HR

5 A Write a note on Result Oriented and Process Oriented Performance measures

OR

B Discuss the best practices for evolution of high-performance HR systems

6 A Discuss the concept of Benchmarking and its importance in HR evaluation

OR

B Discuss the ethical dimensions of HR Practices

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

Covid-19 Pandemic has changed the way the business and the Organizations functions and they have faced new challenges in its functioning.

1. Discuss the HR Practitioners role in such environment like Covid-19 pandemic.
2. From HR Perspective, How do the firms can gain competitive advantage in such circumstances?

FACULTY OF BUSINESS MANAGEMENT
M.B.A.IV SEMESTER(CBCS R-16 OLD) EXAMINATION,AUG/SEPT 2023
STRATEGIC HUMAN RESOURCE MANAGEMENT
PAPER -VIII (A)

TIME: 3 HRS]**[MAX. MARKS: 80]****SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING**

1 A Strategic Human Resource Management	E Bench marking
B Employee leasing	F Balance Score cards
C Strategic planning	G Competitive advantage
D Cross training	H Mergers

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

2 A Discuss the significance and models of Human Resource Strategies
OR
B What do you understand by competency mapping and building the core competencies

3 A Brief about environmental scanning and competitive intelligence.
OR
B Write a short notes on Employee Leasing and Global sourcing of Labor

4 A Discuss the Importanceand methods of forecasting the supply of HR
OR
B Write about Assessment of strategicalternatives and Managerial issues in strategic formulation

5 A Discuss how Implementation of Human resource and reallocation decisions effects HR Strategies
OR
B Brief the practices forevolution of high performance HR systems.

6 A Discuss about Balance Score Cards and its impact on HR Strategies
OR
B Evaluating strategic contribution in emerging areassuch as management of diversity and quality readiness.

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

Rajat Sharma has been employed for six months in the accounts section of a large manufacturing company in Faridabad. A formal investigation was conducted to monitor and determine the contributions of each employee in the accounts section and check whether they meet standards.

After the investigation it was found that all employees in the accounts section were meeting the targets that were set. Rajat, an employee in the account section was an exception to the performance displayed by his colleagues Along with numerous errors, Rajat's work is characterized by Low performance; often he does 20 percent less than the other clerks in the department.

Questions:

- (i) As Rajat's supervisor can you find out whether the poor performance is due to poor training or to some other cause?
- (ii) If you find Rajat has been inadequately trained, how do you go about introducing a remedial training programme?
- (iii) If he has been with the company for six months, what kind of remedial programme would be best?
- (iv) Should you supervise him more closely? Can you do this without making it obvious to him and his co-workers?
- (v) Should you discuss the situation with Rajat?

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATION, AUG/SEPT 2023
RETAIL MARKETING MANAGEMENT
PAPER – VIII (B)

TIME: 3 HRS]**[MAX. MARKS: 80****SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING**

- 1 A Organised Retailing
- B Standalone store
- C Category management
- D In store Promotion
- E Retail Customer Services
- F Need for Retailing
- G Skimming Pricing Strategy
- H Store atmospherics

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

- 2 A What is the importance of retailing? Discuss the different formats of retailing?
OR
B Write about the various problems and challenges of retailing? Explain any one theory of retail evolution?
- 3 A What are the types of store locations? Discuss the steps involved in store location?
OR
B Explain about the important considerations to be noted in store layout and design.
- 4 A What are the various types of merchandise? Explain in detail about merchandise management?
OR
B What is category management? Explain the process of category management?
- 5 A Discuss the steps involved in the motivation and evaluation of performance of personnel.
OR
B Explain in brief the retail promotion mix strategies?
- 6 A Briefly discuss the customer segmentation in retailing?
OR
B How to improve Customer Loyalty? Write a brief note on the retail customer services.

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SECTION – C: CASE STUDY : (15 MARKS)

A new entertainment site was created near a metropolis. The site needed 200 permanent employees of different categories and another 200 part time employees for Saturdays, Sundays and holidays during which crowds of more than 1 lakh were expected to visit.

Orienting the permanent and part time employees was a difficult task. Firstly the entertainment business was new to most of all employees. Satisfying customers in entertainment is difficult than in other retailed businesses. Secondly, each employee has to deal with one specific entertainment facility which was far different than others. Some were more attractive than the others. Thirdly, the manner in which customers reacted to each entertainment facility was to be recorded, so that they can be analysed and researched at a later date for making improvements.

The design of the orientation programme was indeed a challenge.

Question(s):

What would be the starting point of orientation?

How to conduct the orientation program effectively?

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER(CBCS R-16 OLD) EXAMINATION, AUG/SEPT 2023
FINANCIAL DERIVATIVES
PAPER – VIII (C)

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Commodity derivatives
- B SPAN Margin System
- C Stock Index futures
- D Forward rate agreements
- E Currency options
- F Intrinsic value and time value of options
- G Gamma and Vega risks
- H NSE and BSE

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

- 2 A What do you mean by derivatives? Discuss its features and advantages.

OR

- B Describe the features of different types of settlement prevailing in the derivatives market.

- 3 A Write in detail about Futures and Forward Contracts.

OR

- B The current spot price of NIFTY is ₹ 1500. The stock underlying this Index provides an yield of 3 % p.a. The continuously compounding rate of interest is 6 %. What will be the price of 4 months NIFTY?

- 4 A Define option. Explain the features of option contracts with example.

OR

- B “Option holder has limited losses and unlimited profits, while option writer has unlimited losses and limited profits”. Critically examine this statement with suitable examples.

- 5 A What are the various assumptions of binomial pricing model? Also discuss one step binomial pricing model with hypothetical examples.

OR

- B Use the Black-Scholes option pricing model to value a European call option with an exercise price of Rs. 150 and six months to expiry if the price of the underlying is currently Rs. 125 and its volatility is 12 % per annum. The continuously compounded risk-free rate is 6 % per annum.

- 6 A Discuss the evolution of Derivatives Market in India.

OR

- B Explain about the various recommendations of L.C. Gupta committee on derivatives.

SECTION – C : CASE STUDY : (15 MARKS)

The market received rumours about PLG Corporation's tie up with the multinational company. This has induced the market price to move. If the rumour is false, the PLG Corporation's stock price will probably fall dramatically. To protect from this an investor has bought the call and put options.

1. Purchased one 3 month call option with a striking price of Rs.42 for Rs. 2 premium.
2. Paid Rs. 1 per share premium for a 3 month put with a striking price of Rs 40.
 - a. Determine the investor's position if the tie up offer bids the price of PLG Corporation's stock up to Rs. 43 in 3 months.
 - b. Determine the investor's ending position if the tie up programme fails and the price of the stock falls to Rs. 36 in 3 months.
