

FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS R-21 & R-16) EXAMINATIONS AUGUST 2024
HUMAN RESOUCRE MANAGEMENT
PAPER - I

TIME: 3 HRS]**[MAX. MARKS: 80]****SECTION - A (5 X 3 = 15 Marks)****1 ANSWER ANY FIVE OF THE FOLLOWING**

A Human capital management	E Role play
B HRM environment	F Joint management councils
C Job specification	G Competency mapping
D Job enrichment	H Exit interviews

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

2 A What are the functions and qualities of HR manager?

OR

B Write brief notes on (i) Talent management (ii) HRM model

3 A What is the process of HRP before a factory is commissioned?

OR

B What types of tests do you use for selecting management trainees for a large fertilizer plant?

4 A What is career planning? Explain the various career development actions.

OR

B What is employee training? Explain the important techniques of training.

5 A Explain the concept and importance of industrial relations.

OR

B 'Grievance is the workers problems with management and indiscipline is the management's problem with workers.' Discuss.

6 A What does HR audit include? What is the rationale of HR audit?

OR

B Discuss in detail talent management in a recessionary economy. What are the priorities? Elaborate with examples.

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

Modern Textiles, with an annual turnover of Rs. 3 billion and a significant export volume, prioritizes quality and provides two weeks of induction training followed by four months of on-the-job training for new employees. Despite this, after importing new machinery to double production capacity, reject rates increased significantly, raising production costs and tight deadlines.

The management attributed the high reject rates to the operators' inadequate knowledge of the new machinery. In response, the HR department quickly organized targeted training, which helped improve reject rates. However, a dispute arose: the production manager blamed HR for not assessing training needs for the new machinery, while HR argued that a recent training-needs assessment had not identified any issues and criticized the production manager for not notifying them about the new machine beforehand.

Questions:

- If you were the HR manager, what would you do to avert this crisis?
- What should be the long-term strategy of this company in terms of the training policy and process?



FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS R-21 & R-16) EXAMINATIONS AUGUST 2024
MARKETING MANAGEMENT

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

1	A Holistic Marketing Concept	E Personal selling
	B Niche Marketing	F Need for CRM
	C Brand Equity	G Meaning of Differentiation
	D Importance of Packaging	H Initiating Price Change

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

2 A Define Marketing Management? Discuss the company orientations towards marketplace.

OR

B Explain the marketing environment factors for a cosmetic industry

3 A Develop a Marketing Plan for new high-tech smart home device

OR

B "Tech Trend Inc. plans to market a new smart watch targeting tech enthusiasts". What key criteria should it use to segment this market and how will these criteria shape the strategy

4 A "A company is launching an eco friendly product and needs to understand factors influencing environmentally conscious consumers". What factors should they consider and how could these impact their marketing strategy

OR

B Explain the various stages in consumer buying process.

5 A Discuss various Pricing Methods followed by a company

OR

B "Naturebite has launched a new line of organic protein shake and is in Introduction stage". What marketing strategies should be considered in (i) introduction phase (ii) growth phase

6 A What is Sales Promotion? Explain different sales promotion methods

OR

B Define the term 'Channel'? Explain its levels, functions and importance?

SECTION –C : CASE STUDY (15 MARKS)**Launching a Teen-Focused Deodorant Through Online Marketing**

A leading consumer goods company plans to launch a new deodorant brand targeted at teenagers. The company aims to leverage online marketing to create a buzz and drive product adoption. The strategy involves using social media platforms popular with teens, such as Instagram and YouTube, to run targeted ad campaigns that resonate with their interests and lifestyle. The marketing will include influencer partnerships, where micro-influencers who have a strong following among teenagers will create content showcasing the product. The campaign will also feature an interactive website with engaging content, quizzes, and product giveaways to encourage participation and sharing. When it comes to choosing a celebrity, the company considers factors such as the celebrity's popularity among teens, their social media influence, and alignment with the brand's image.

Questions for Discussion:

1. What are the key elements of an effective online marketing strategy for a teen-focused product like this deodorant?
2. How can the brand ensure that its online marketing content is both engaging and appropriate for a teenage audience?
3. What criteria should be considered when selecting a celebrity to endorse the product, and how can their influence be measured?

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FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS R16 & R21) EXAMINATION, AUGUST 2024
FINANCIAL MANAGEMENT
PAPER - III

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

1 A Financial management	E Operating cycle
B Net Income approach	F Dividend decision
C Internal rate of return	G $K_e = K_r$
D Marketable securities	H Leverage

SECTION-B(5X10=50 Marks)**ANSWER ALL QUESTIONS**

2 A List out and explain the functions of Financial Management.

OR

B Explain the objectives of Financial Management

3 A Explain the traditional theory of Capital structure in detail.

OR

B ARB Ltd has a capital structure comprising rupees 10 Crore each share of Rs 100/-. The company wants to raise an additional 3 Crore for the purpose of its business expansion. ARB Ltd has 4 alternative plans. If the company is able to earn the operating profits of 80,00,000/- rupees after additional investment and 45 percent tax rate. You are required to calculate the EPS for all four

Alternatives and select the preferable plan. The financial plans are listed here under–

1. Raise the entire amount by issue of new equity capital
2. Raise 65 percent equity capital and 35 percent 7.5 per cent debt capital
3. Raise the entire amount by 9.5 percent debentures
4. Raise 60 percent equity capital and 40 percent preference share Capital at 9 percent

4 A List out and explain capital budgeting evaluation techniques.

OR

B A company is considering an investment proposal to install new milling controller at a cost of rupees 50,000/-. The facility has a life expectancy of 5 years and no salvage value. The tax rate is 35%. Assume the first uses Straight Line method and the same is allocated for tax purpose. The Estimated CFBT from the investment proposals are as follows:

Year	2016	2017	2019	2020	2021
CFBT	10,000	10,692	12,769	13,462	20,385

5 A Define the term 'Working capital. Explain working capital determinants

OR

B ARB Ltd provides you with the following information. You are required to calculate the estimate of Working capital requirement.

Estimated Annual sales	1,44,00,000
Estimated Cash sales	40,00,000
Purchases	88,00,000
Average credit period allowed to customers	7 weeks
Average credit period allowed by suppliers	4 weeks
Amount of stock and work in progress	25,00,000
Allowed for contingencies	6 percent
Bank Overdraft	10,00,000

(Contd.....)

6 A Explain the dividend theories in detail.

OR

B The following information is available in respect of a firm:

Earnings per share	25
Capitalization rate(K_o)	8
Assumed rate of return On investment(r)	a)6 b)8 c)12

You are required to show the affect of dividend payment on the market price per share using Walter's model, when dividend payout ratio is a) 25 percent b) 50 percent
c) 75 percent and
d) 100 percent.

SECTION – C :: CASESTUDY (15 MARKS)

7 MNR Company's book value structure is given below

6% Debentures (rupees 100/- per debenture)	35,00,000
8% Preference shares (Rupees 200/- per share)	15,00,000
Equity shares (Rupees 10/- per share)	30,00,000

All these securities are traded in a capital market and their prices are follows—

- Rupees 130/- per debenture
- Preference stock 220/- per share
- Equity share 35/- per share

The anticipated external financing opportunities are as follows—

- 1) Debentures are redeemable at a face value after completion of 6 years. The flotation cost is 3%.
- 2) Preference shares are redeemable after 8 years at a premium of 12%. The flotation cost is 5%.
- 3) Rupees 3/- per share is paid as brokerage charges towards equity shares and the expected sales price of equity share is 35/- . The dividend expected on equity share at the end of year is 4/- per share. The anticipated growth rate in dividend is 5% and the firm has the practice to pay all the earnings in the form of dividend. The corporate tax rate is 40%. You are required to calculate the weighted average cost of capital on Book value and Market value weights.

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FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS R21&R16) EXAMINATION, AUG 2024
MANAGEMENT ACCOUNTING
PAPER - IV

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

1	A Opportunity cost	E Standard cost v/s actual cost
B BEP	F Responsibility center	
C Variance analysis	G Marginal cost	
D Fixed budget	H Balanced Score card	

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

2 A Explain the functions of management accounting in detail.

OR

B List out the cost classification. Explain the role of various cost in managerial decision making

3 A A company has fixed expenses of Rs. 90,000 with sales at Rs. 3, 00,000 and a profit of Rs. 60,000. Calculate the profit/volume ratio. If in the next period the company suffered a loss of Rs. 30,000 calculate the sales volume. And what is the margin of safety for a profit of Rs. 60,000?

OR

B Explain the "make or buy decision" and "key factor analysis" with the help of suitable example

4 A Elucidate the relevance and importance of Budgetary control in detail.

OR

B From the following data calculate various material variances:

Material	Standard		Actual	
	Quantity	Rate per hr(Rs.)	Quantity	Rate per hr(Rs.)
A	80	8.00	90	7.50
B	70	3.00	80	4.00
	150		170	

5 A List out the activity cost drivers and explain their application with the help of constructive example.

OR

B Explain the methodology in tracing cost from activities to product and services with the help of example

6 A Define the term transfer pricing. Explain the application of transfer pricing using an example

OR

B Explain the scope and functions of responsibility accounting in detail.

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

For Production of 10,000 Electrical irons, the following are budgeted Expenses:

Particulars	Per unit (in Rs)
Direct Materials	65
Direct Labour	30
Variable Overheads	25
Fixed Overhead (Rs1,50,000-00)	15
Selling Expenses (10% Fixed)	20
Distribution Expenses (20% Fixed)	5
Total Cost Per unit (in Rs)	160

Prepare a budget for Production of 6,000 Electrical irons, 7,000 Electrical irons and 8,000 Electrical irons, showing distinctly marginal cost and Total Cost.

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FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS R21&R16) EXAMINATION, AUGUST 2024
MANAGERIAL COMMUNICATIONS
PAPER - V

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

- 1 A Why communication is considered a critical factor in team collaboration?
- B How does active listening contribute to effective communication?
- C What are the advantages of using digital media for business communication?
- D How do centralized communication networks differ from decentralized networks?
- E Why is feedback important in enhancing organizational communication?
- F How has technology transformed business communication in recent years?
- G What are the primary purposes of business meetings
- H What are some key components of managing external communication effectively?

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

- 2 A Explain the components of effective business communication and identify common problems that organizations face in ensuring effective communication

OR

- B Discuss the Seven Cs of Effective Communication

- 3 A Imagine you are preparing a presentation for a diverse audience with varying levels of expertise. Outline the strategies you would use to ensure your presentation is effective and engaging for all participants

OR

- B Evaluate the challenges of conducting meetings over the phone or via video conferencing compared to in-person meetings. Suggest strategies to overcome these challenges and ensure effective communication.

- 4 A You need to prepare a business message to propose a new project to senior management. Describe how you would organize the content to maximize impact and persuade the recipients to approve the project

OR

- B Discuss the different types of business reports and their respective purposes. How does the type of report influence its content and structure

- 5 A Explain how structural barriers affect communication within organizations. What strategies can be employed to overcome these barriers?

OR

- B Discuss the importance of environmental scanning for organizations. How does it contribute to effective external communication and strategic decision-making?

- 6 A Discuss the different sources of conflict in organizations. How can communication help reduce or worsen these conflicts

OR

- B Describe how communication strategies can be designed to improve organizational efficiency.

7 CASE STUDY : SECTION -C (15 MARKS)

Tech Innovators Inc., a U.S.-based software company, faced significant communication challenges during its expansion into Japan, Germany, and Brazil. In Japan, the direct communication style of the U.S. team clashed with the Japanese preference for indirectness and politeness, causing discomfort among partners. In Germany, the casual approach of the U.S. team led to misunderstandings, as German culture values formality and thoroughness. In Brazil, the focus on efficiency over relationship-building hindered trust and collaboration in a high-context culture.

Questions:

1. What were the communication challenges Tech Innovators Inc. faced in Japan, Germany, and Brazil?
2. What communication strategies you would suggest to overcome these challenges?

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FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER(CBCS R16&R21) EXAMINATION, AUG 2024
OPERATIONS RESEARCH
PAPER - VI

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

1	A Mixed strategy	E Sequential decision making
	B Dual concept in LPP	F Zero sum game
	C Loops in transportation table	G Dominating strategy
	D Erlang's Method	H Hurwicz model

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

2 A What is decision theory and explain the types of decision theory?

OR

B Solve the following game

		Player B		
		20	15	22
Player A	35	45	40	
	18	20	25	

3 A Explain the business applications of LPP?

OR

B Solve the following LPP using graphical method.

$$\begin{aligned}
 \text{Maximize } Z &= 2x_1 + 3x_2 \quad \text{Subject to constraints: } x_1 - 2x_2 \leq 0 \\
 2x_1 - x_2 &\geq 0 \\
 x_1 - x_2 &\leq 0
 \end{aligned}$$

4 A A travelling sales man has to visit 5 cities. The distance between the cities is given in the matrix. Determine the optimum route to reduce the distance travelled.

	A	B	C	D	E
A	--	0	15	15	0
B	0	--	9	14	1
C	0	1	--	12	2
D	4	0	14	--	5
E	2	0	17	19	--

OR

B What is transportation problem and explain the formulation& types of TPP?

5 A What is Queuing theory and explain its applications in business with suitable examples?

OR

B In a bank there is only one window. A solitary employee performs all the service required and the window remains continuously open from 7am to 1pm. It has been discovered that an average number of clients is 54 during the day and the average service time is 5mins / person. Find (i)Average number of clients in the system (ii) Average waiting time (iii)The probability that a client has to spend more than 10mins in a system.

6 A Explain the need and importance of sequential decision making?

OR

B How sequential decision analysis will help the managers in travelling salesman related problems?

7

CASE STUDY : SECTION – C (15 MARKS)

Solve the transportation problem.

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

Find the IBFS using VAM and optimal solution using MODI method?

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FACULTY OF BUSINESS MANAGEMENT
M.B.A II SEMESTER (CBCS R16&R21) EXAMINATIONS AUGUST 2024
BUSINESS RESEARCH METHODS
PAPER - VII

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks)

1 ANSWER ANY FIVE OF THE FOLLOWING

- A List out the significance of business research.
- B Reliability and Validity
- C Online data sources
- D Experimental design
- E Nominal scale
- F Primary data
- G Observational survey
- H Oral presentation

SECTION – B (5 X 10 = 50 Marks)

ANSWER ALL QUESTIONS

2 A What are the different types of business research? Explain.

OR

B Explain the ethics in business research.

3 A How do you define a research problem? Give three examples to illustrate your answer.

OR

B Explain the procedure for testing of hypothesis.

4 A Discuss different types of Research design.

OR

B Distinguish between ranking and rating scales.

5 A Enumerate the various methods of primary data collection.

OR

B Explain the steps involved in designing questionnaire

6 A Explain the components of research report.

OR

B What are the guidelines relating to the preparation of a research report? Explain in detail

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

A consumer durable company is planning to launch a new type of washing machine. The company would like to have information about how consumers select a brand of washing machine.

- (i) Identify the Marketing Research objective and research methodology for the above scenario.
- (ii) Prepare a sample questionnaire to collect relevant data from consumers.

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